

AIA Wisconsin  
March/April 1995

# W I S C O N S I N

*Architect*

1995 AIA Wisconsin Convention

Commercial Projects

Windows





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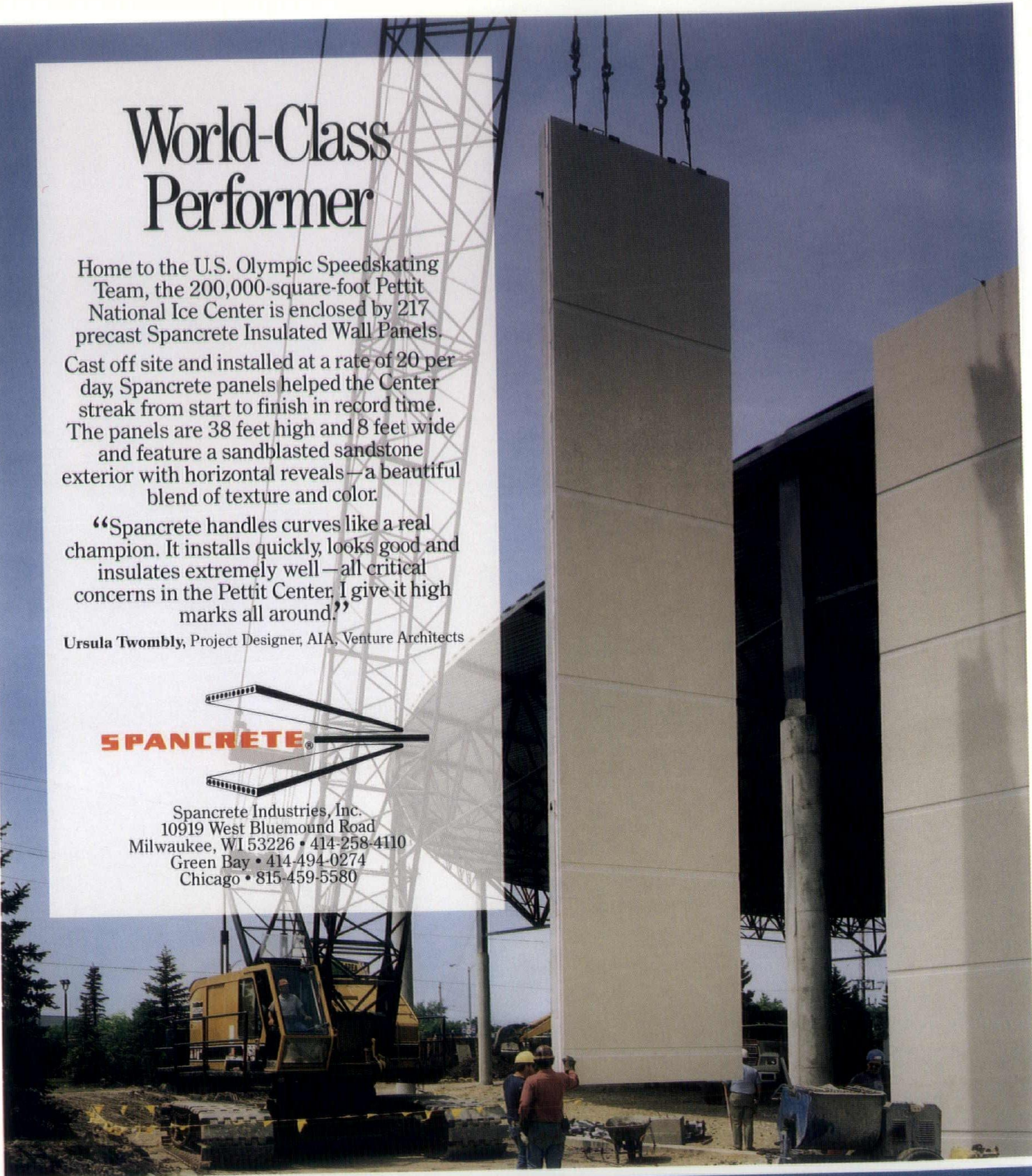
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# AIA Wisconsin

A Society of The American Institute of Architects  
March/April 1995

## W I S C O N S I N

### Architect

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UW-Madison School of Business  
Architect: the Zimmerman Design Group  
Photography: Greg Anderson  
Glass Designer: Ed Carpenter

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While reviewing this issue of the magazine featuring commercial projects and information on the 1995 AIA Wisconsin Convention, it also is important to keep in mind that the Wisconsin Legislature is in session. Constant vigilance is required.

On Valentine's Day, the Governor unveiled his proposed state budget for the next biennium. The good news is that it does not propose an expansion of the sales tax to architectural services.

Assembly Bill 150 does, however, propose "sunsetting" the Joint Examining

*Constant vigilance  
is required.*

Board, increasing license renewal fees, consolidating state capital planning and building staff, reorganizing Safety &

Buildings into a new Department of Commerce and imposing a new "vendor fee" on businesses providing goods or services to the state.

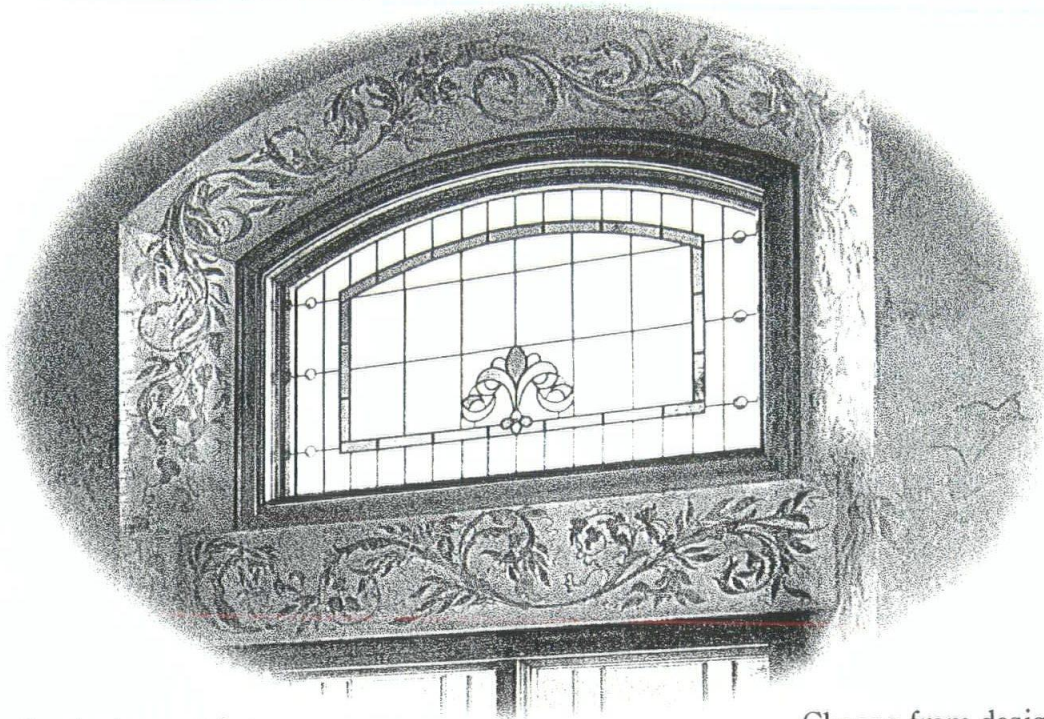
In another important legislative development, the Wisconsin Senate has approved Senate Bill 11 which would modify the concept of "joint and several liability." The State Assembly is expected to consider this legislation soon. AIA Wisconsin supports this civil justice system reform.

AB 150 and SB 11 are two good examples why it is vital to develop and maintain a positive ongoing relationship with your state legislators. They are dealing with legislation that can have a direct effect on the way you practice and your bottom line.

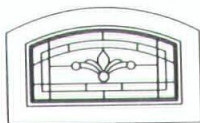
William M. Babcock  
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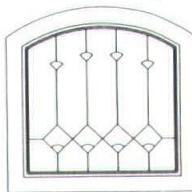
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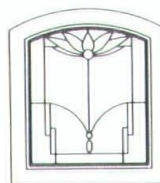
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# W I N D O W S I N W I S C O N S I N

"The windows were looked out often enough to justify the imposition of an additional duty upon them." So wrote Charles Dickens in the year 1837. And indeed, the tax records of London itemize the size and style of windows built and on such basis the amount of taxation and rents was based. A new era had dawned.

In 1850, another writer was quoted as saying, "The window tax is a duty upon fresh air, sunshine and health." All over Europe, the window, when filled with glass, was a luxury. As the decades passed, glass became clearer and cheaper and was made in larger sheets. Early in the twentieth century, Frank Lloyd Wright expanded the role of the window. He enlarged it and built an entire new architectural philosophy around looking out and looking in.

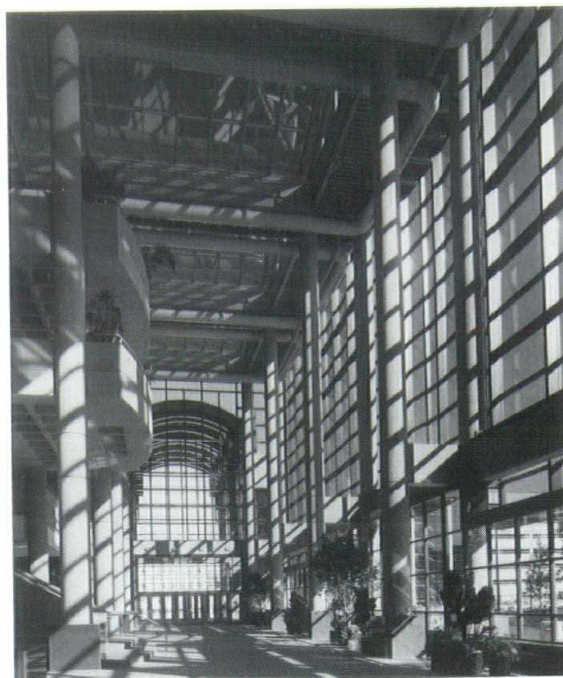
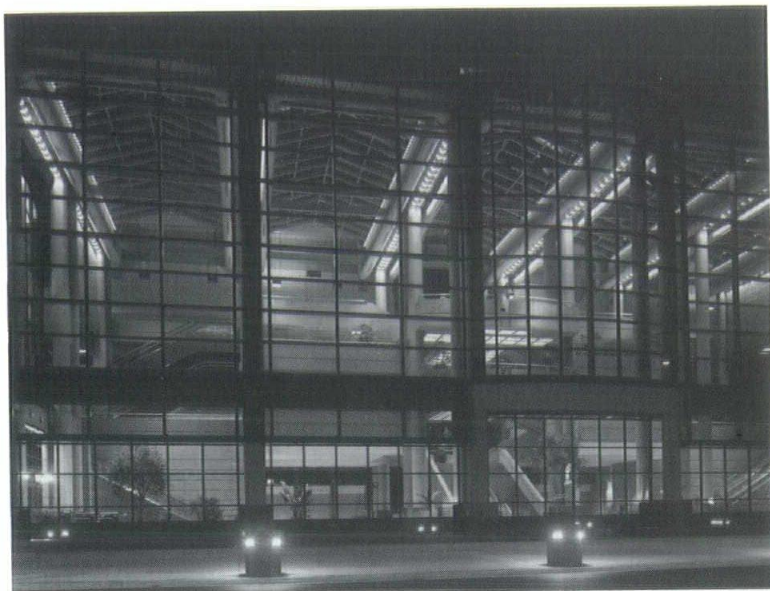
Writing a series of articles for *Architectural Record* in 1928, Wright had this to say about glass—"The machine gives prismatic opportunity in glass. The machine process can do any kind of glass: thick, thin, colored, textured to order, and cheap; and the machine in the architect's hand can now set it, protect it, and humanize its use completely."

This photo-story will portray some of the interesting windows in Wisconsin.

## Palace of the Winds Jaipur, India

In the spring of 1993, Steven M. Rifkin, AIA, did an around-the-world tour and captured this delightful example of unusual fenestration in Jaipur. It is known as the "Pink City" because of its rose-pink sandstone which glows in the evening light. This palace is inside the old walled city and the legend is that the multitude of openings in the stone facade was designed for the pleasure of the many concubines of Rajah Jagat Singh. It features a delicate honeycomb design with semi-octagonal projecting windows, each with its perforated screen.



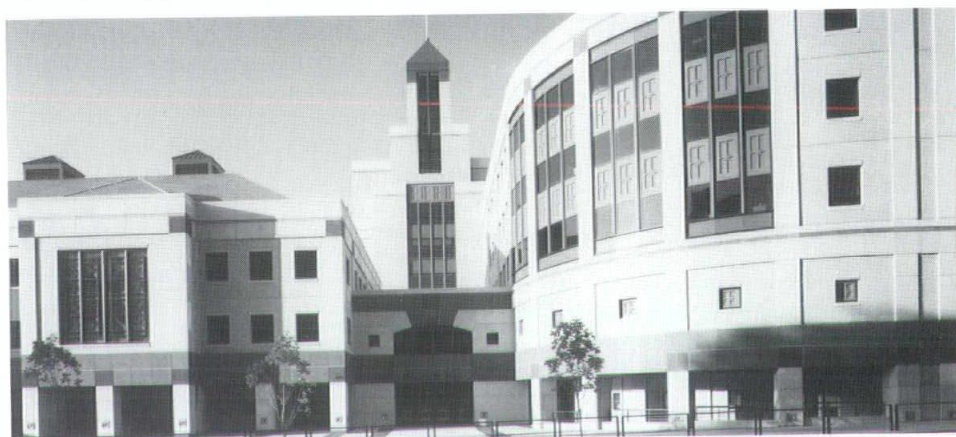


Top photos:

Architect: ..... Venture Architects  
 Project: ..... Bradley Center  
 Location: ..... Milwaukee, Wisconsin  
 Window Manufacturer: Kawneer, Inc.  
 Contractor: ..... Haber Hunt & Nichols  
 Photographer: ..... Howard N. Kaplan

Right:

Architect: ..... the Zimmerman Design Group  
 Project: ..... Grainger Hall  
 Location: ..... Madison, Wisconsin  
 Window Manufacturer: Lenestration, Inc.  
 Contractor: ..... Findorff Construction  
 Photographer: ..... Ed Purcell

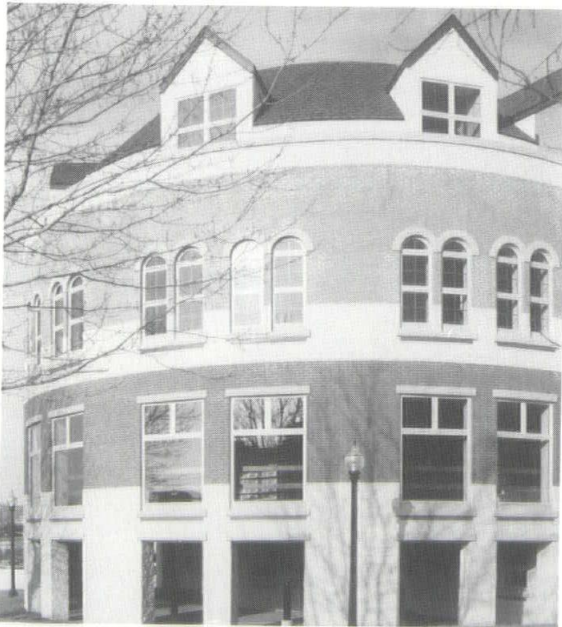


Bottom right:

Architect: ..... the Zimmerman Design Group  
 Project: ... Carroll College Dormitory  
 Location: ..... Waukesha, Wisconsin  
 Window Manufacturer: Rolscreen Co.  
 Contractor: ..... Boldt Construction  
 Photographer: ..... Greg Gent







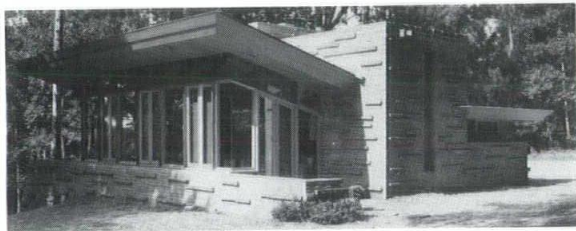
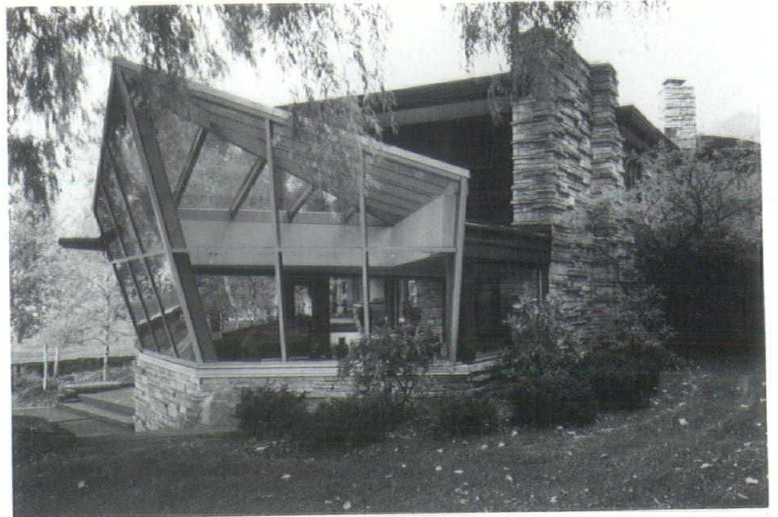
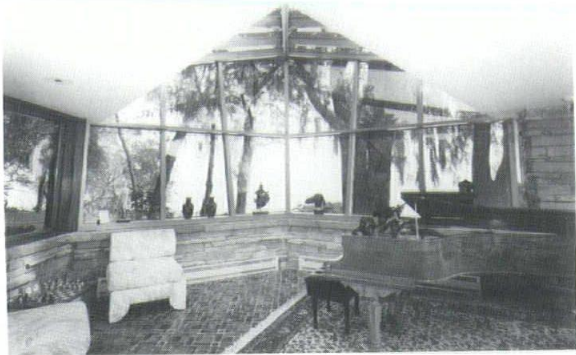
**Top row:**

Architect: ..... Cedar Corporation  
 Project: ..... First Bank & Trust  
 Location: ..... Menomonie, Wisconsin  
 Window Manufacturer: ..... Eagle  
 Window & Door, Inc.  
 Contractor: ... Market & Johnson, Inc.  
 Photographer: Don F. Wong (interior)  
 ..... Richard Gregerson (exterior)

**Bottom row:**

Architect: ..... HSR Associates, Inc.  
 Project: ..... Marathon County Public  
 Library  
 Location: ..... Wausau, Wisconsin  
 Window Manufacturer: ..... Kolbe &  
 Kolbe  
 Contractor: .. Ellis Stone Construction  
 Photographer: .... Johnathon Bendrick





Top row:  
 Architect: .... The Cerrata Group, Ltd.  
 Project: .. Private Residence Addition  
 Location: ..... Fox Point, Wisconsin  
 Window Manufacturer: ..... Super Sky  
 Products, Inc.  
 Contractor: .... Selzer-Ornst Company  
 Photographer: ..... Keith D. Glasgow

Middle Row:  
 Architect: ..... Frank Lloyd Wright  
 Restoration Architect: ..... John Eifler,  
 AIA  
 Project: ..... Seth Peterson Cottage  
 Restoration  
 Location: ..... Mirror Lake, Wisconsin  
 Window Manufacturer: ..... Pella  
 Windows, Inc.  
 Contractor: ..... Ver Halen, Inc.  
 Photographer: ..... Bill Martinelli

Bottom:  
 Architect: ..... MSI Corporation  
 Project: ..... Curry-Pierce Building  
 Location: ..... Milwaukee, Wisconsin  
 Window Manufacturer: ..... Marvin  
 Windows  
 Contractor: ..... MSI Corporation  
 Photographer: ..... Ron Uhe





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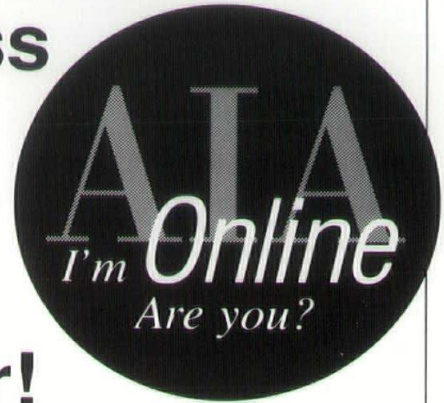
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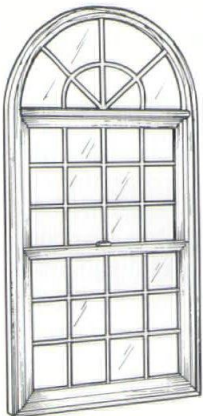
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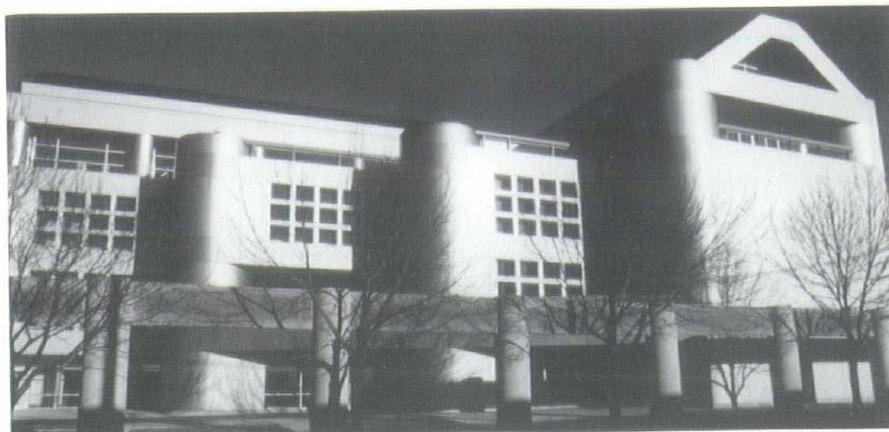
# A Building for the Next Century

## *The University of Wisconsin Foundation Building*

Traveling west along the edge of the university campus in Madison, the busy, sterile, one-mile stretch of misplaced interstate highway passes a mixed bag of institutional buildings; all of a different time and stylistic heritage. Ahead, an arched bridge spans the roadway framing a view of a silver structure turned soft gold in the early autumn sun. This bridge-framed picture is the new University of Wisconsin Foundation building. While it is not a part of the new building, this bridging of the roadway alerts the viewer to the nature of this striking new building.

Bridging is a term that has many applications. When applied to the UW Foundation, bridging expresses much of the *raison d'être* of the project. Here, bridging becomes a dynamic force in the design process. It determined functional patterns and influenced institutional and environmental relationships. It shaped form, symbolism and stylistic expression.

The concept of connecting is at the heart of the mission of the UW Foundation. It serves as the link between the university and those alumni and friends worldwide who provide substantial financial support to the University while maintaining lifelong ties of friendship to this great institution. The new building now becomes the focus of this connection.



Institutionally, the Foundation, while an independent non-profit corporation, is directly connected to the University. Each of the divisions, schools and departments has a counterpart development director in the Foundation. This integration of independent Foundation with the public university is symbolically heightened by the presence of this new structure immediately to and perceivable as part of the campus.

Internally, the functional arrangement embodies this sense of connection. The staff is very collegial. Interaction and team effort are the mode of working. Floor layouts planned around open offices and an open, interconnecting stair support this organizational concept. Large, column-free office areas 50 feet wide

by 160 feet long are provided on each floor to accommodate the open office layout and to provide for and promote flexibility of layout over the life of the building. Supportive functions such as meeting rooms, vertical circulation, mechanical systems and toilets, functions that do not change, are placed outside this central flexible workspace. These specialized support functions become powerful external elements expressive of internal connective relationships.

The external character of the building also evolved from several, interrelated connective influences. The surrounding environment was one.

The site of this project is the interface between the institutional university campus and the historic University Heights residential neighborhood to the south. Bridging the diverse character and scale of these environments became a major goal of the designers. Scale was modulated by articulating the building in a number of elements rather than one large mass; windows were small and scaled with broad faced, deep inset frames to reflect the detailing of the gracious traditional homes in the adjacent neighborhood. Sloped roof, richly detailed light standards, abundant landscaping and the placement of courtyards facing these homes all contribute to achieving the desired bridging between existing and new.







Another major influence was the desire to create a truly contemporary building; built of contemporary materials; utilizing contemporary technology; expressing a contemporary character; yet, through nuance, subtlety and, perhaps, ambiguity, projecting a sense of timelessness; a sense that allows it to rest well with the variety of styles, both institutional and residential, that surround the site.

Creating the connection to the existing traditional neighborhood was a challenge. A lightweight aluminum composite panel system, a product of a contemporary, highly industrialized manufacturing process was the bridge. Soft silver in color, this panel skin has a distinct character of its own. But in changing light it assumes and reflects the atmosphere in which it sets. It could be of today, tomorrow, or, perhaps, of yesterday. In an era of debate about which eclectic style best represents a contextual solution, the UW Foundation building charts its course to relevance, meaning and timelessness by establishing a character of its own; by incorporating into its own contemporary vocabulary the essence of those environments to which it must relate. It's called bridging.

Bridging in another of its applications was a part of the development process of this project. Faced with an expiring lease for facilities, which it had outgrown, the Foundation retained Kenton Peters and Associates to develop an alternative to renewing its lease. In this effort, the architects became the development managers, unifying in one organization all the disciplines needed to accomplish this task. A site was found, acquisition arranged, zoning approvals obtained,

and financial feasibility studied. In December, 1992, programming and design was begun. January 21, 1993, the Board of Directors of the Foundation gave formal approval to the design and authorized construction of the project. On September 21, 1994, twenty-two months after beginning design, the Foundation moved into their new facility. KPA performed all planning and design work required including interiors, space planning, furnishings, landscaping, graphic design and construction administration. Bridging of the variety of disciplines became, on this project, a very effective means to a successful conclusion.

The project consists of the 59,965 square foot, five-level office building; a 225-car, three-level parking ramp; and a 15-car on-site visitor parking area. Consultants to the architect were Arnold & O'Sheridan, engineering; and Marko Spalatin, artist. The general contractor was Oscar J. Boldt Construction, Inc., Appleton and the metal wall system was fabricated and erected by Jones & Brown Company, Inc., Addison, Illinois.

*Photography: Timothy Luetgen and Joe De Maio*





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### **UW Foundation Building**

Madison Wisconsin  
Architect • Kenton Peters & Associates  
Contractor • Oscar J. Boldt Construction Company

### **Trinity Memorial Hospital**

Cudahy Wisconsin  
Architect • Engberg Anderson  
Contractor • A.J. Heinen

### **Air Traffic Control Tower**

Kenosha Wisconsin  
Architect • Durrant • Heike Architects  
Contractor • Camosy Incorporated

### **UW Madison Biotechnology/Genetics Center**

Madison Wisconsin  
Architect • Hammel Green & Abrahamson  
Contractor • J.H. Findorff & Son Inc.

### **St. Catherine's Hospital**

Kenosha Wisconsin  
Architect • Engberg Anderson  
Contractor • Riley Construction



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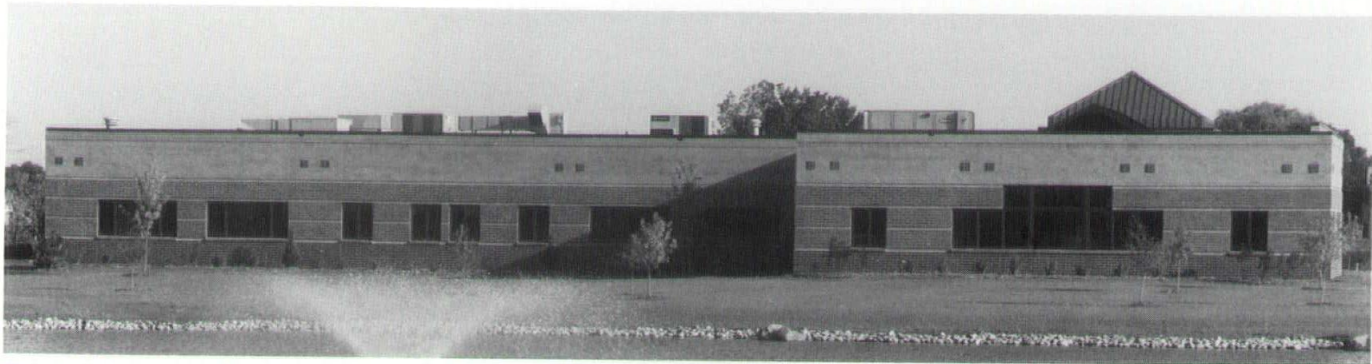
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<i>Project</i>	<b>Plumbers Local #75</b>
<i>Location</i>	<b>Milwaukee, Wisconsin</b>
<i>Architect</i>	<b>Heisler Architects</b>
<i>General Contractor</i>	<b>Matt Starck &amp; Sons</b>



This building provides for a variety of services under one roof. An administrative complex includes offices, service area, conference facilities, record storage, copy center and a main lobby.

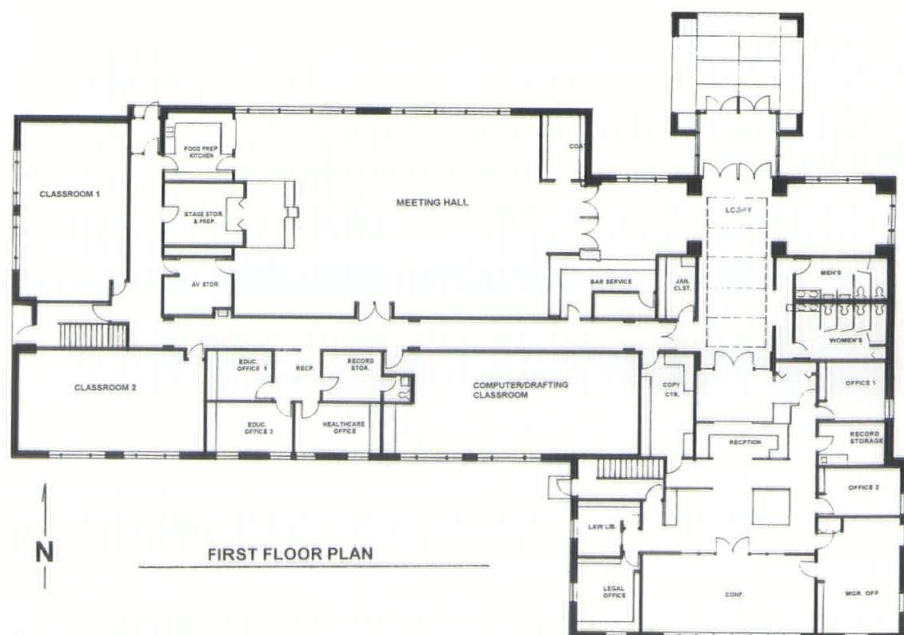
In addition, there is an educational center for hands-on training, a separate meeting facility with good acoustics, health care office and a food preparation area and bar seating 200 people. For the purpose of fund-raising gatherings and meetings with guest speakers, a multi-function lobby was designed. Each of these services can operate independently of the others. Parking is convenient to all.

The site is in a partially developed office park with enjoyable views to east and south. A large pond with central fountain is seen from windows of all offices. Some areas are also used during evening hours.

Exterior materials were chosen to signify creative use of simple brick and quality workmanship.

*Photography: John Heisler, AIA*

**Consultants:**  
Ambrose Engineering  
Holland & Kurtz





**Project****Location****Architect****General Contractor****Bank of Burlington/Waterford****Waterford, Wisconsin****Stelling & Associates Architects, Ltd.****Scherrer-Strohm, Inc.**

A high image facility was needed for this new bank in order to compete with an existing facility located less than a block away.

Design criteria revolved around a deed restriction which required a "marina theme" for the building. To satisfy that, the material chosen was stucco on masonry with an entry tower which also gave entry identification. A second tower was added for interest and aesthetic balance. Drive up facilities were included in this full service bank plus design possibilities for future expansion.

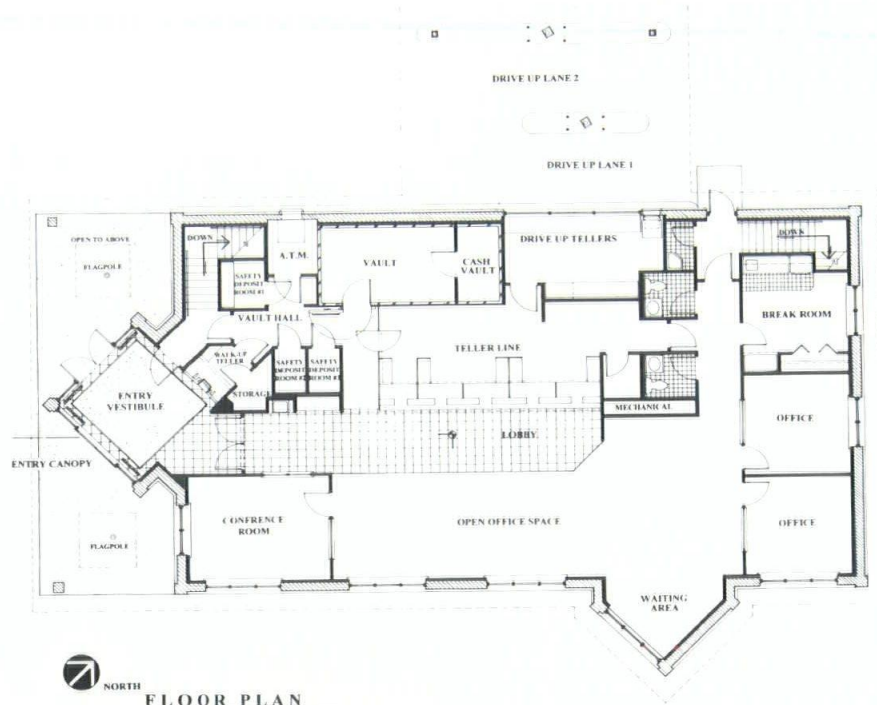
*Photography: James Mark Kemerling*

**Consultants:**

Graef, Anhalt, Schloemer &  
Associates

James Jarks and Associates

Tony Loehr, Plumbing Designer





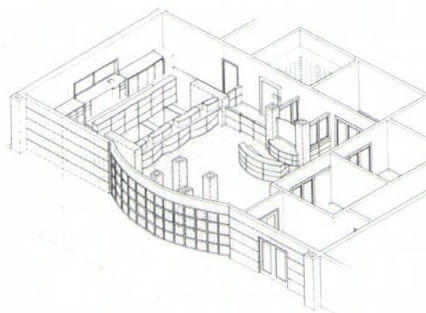
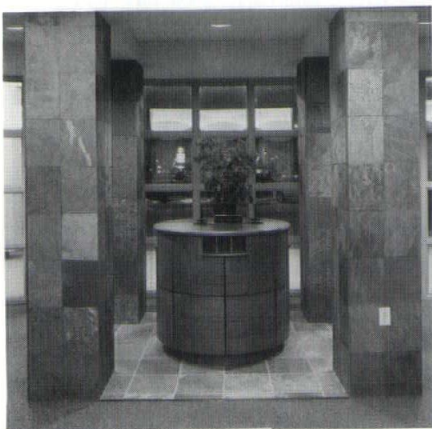
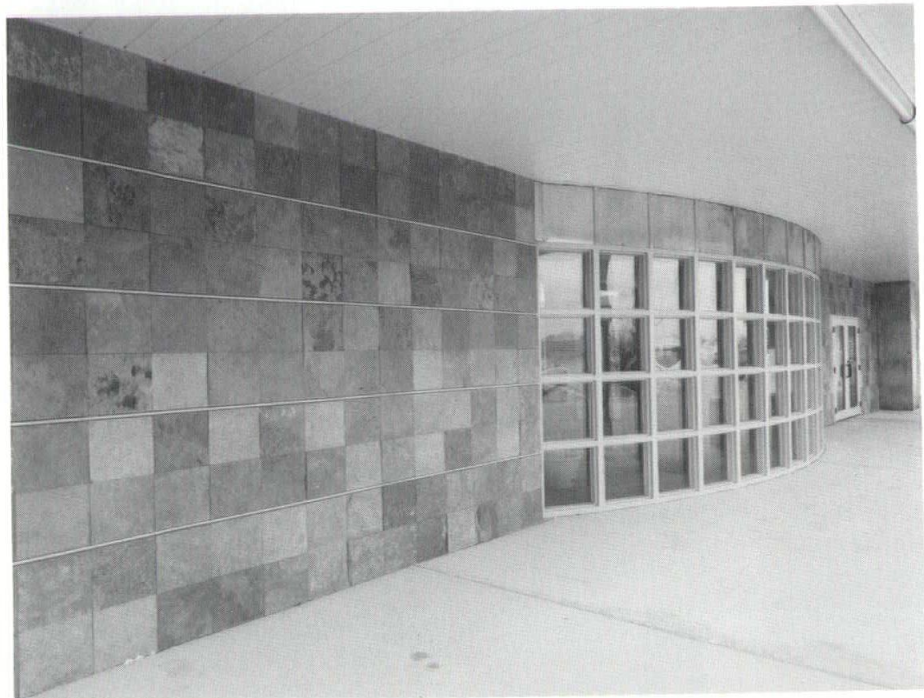
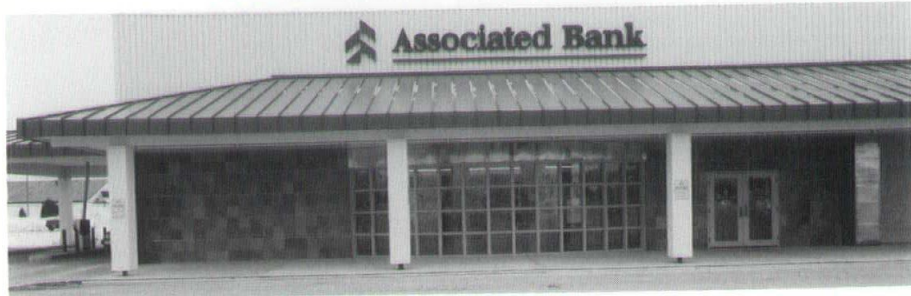
<i>Project</i>	<b>Manitowoc Bank</b>
<i>Location</i>	<b>Manitowoc, Wisconsin</b>
<i>Architect</i>	<b>Bray Associates Architects, Inc.</b>
<i>General Contractor</i>	<b>Hamann Construction Co., Inc.</b>

A lease for 7,800 square feet in an aging fifties-style shopping mall was obtained by this branch retail bank facility that includes an adjacent community room and check-processing department.

Associated Bank's management recognized the opportunity to enhance the community and give new life to a building that was beginning to deteriorate. As an anchor tenant, the bank has prime location in view of the passing traffic, giving excellent display opportunities.

To avoid the typical strip mall setting with the glass storefront facade of the other tenants, the design uses a warm slate tile for exterior cladding with warm bands of copper as accents between the tile. Original interior steel columns were boxed out and wrapped in matching stone to portray the image of solidity. Casework, doors and frames were created with birch to add richness. With sixteen feet of height to work with, a bowed vaulted ceiling space was built in the main banking area and lit with a concealed perimeter light soffit. This vaulted form is repeated throughout the casework and front window bay.

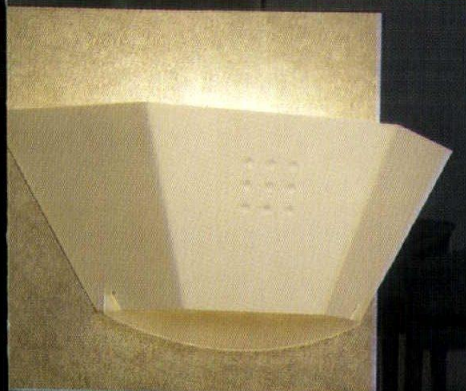
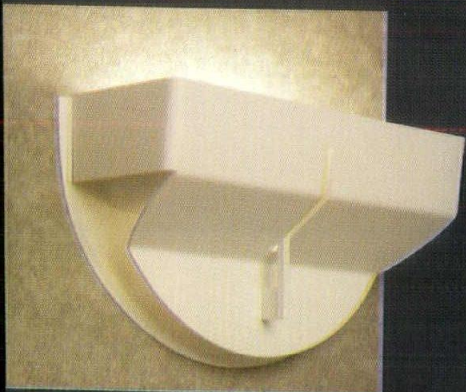
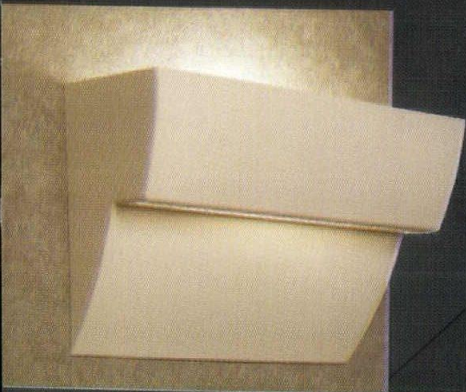
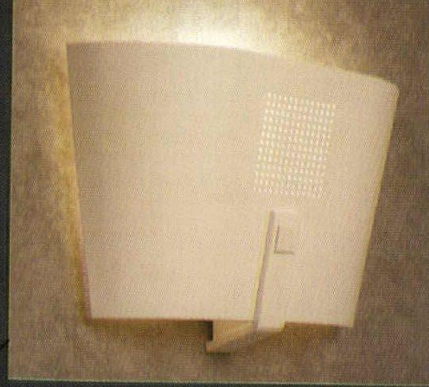
*Photography: Ed Purcell*



**Consultants:**

HVAC: R. J. Miller Associates  
Electrical: Muermann Engineering  
Plumbing: Thelen Engineering & Associates





## *phaces*

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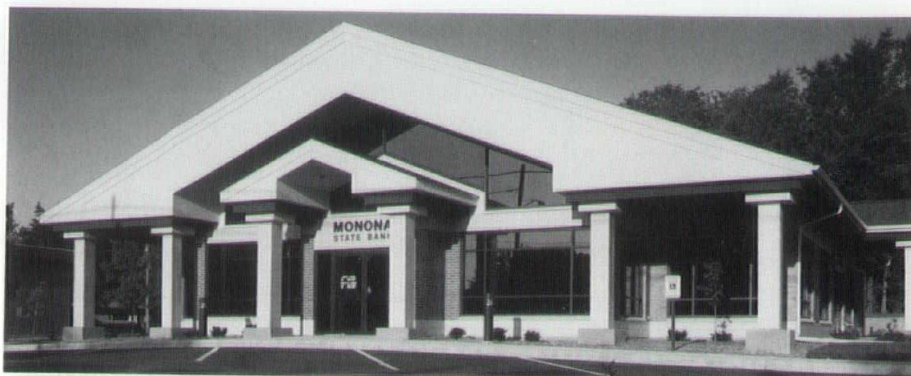
<i>Project</i>	<b>Monona State Bank</b>
<i>Location</i>	<b>Monona, Wisconsin</b>
<i>Architect</i>	<b>Zingg Design</b>
<i>General Contractor</i>	<b>The Renschler Company, Inc.</b>

The client is a new independent financial institution trying to establish itself in an intensely competitive market.

A small L-shaped lot, formerly housing a restaurant for over 40 years, was the restrictive element in the design phase. The site was completely paved over with asphalt.

Complex site circulation was sided by access to two streets, one a busy thoroughfare. The drive-up window is served via a quiet residential street. A row of astro-glazed columns greet customers at the front door, symbolizing a strong, firm foundation. Generous windows provide a light, airy feeling to the interior space during the day. At night, those same windows enhance the building's security since the lighted interior is clearly visible from the streets.

Interior finishes were kept light in tone with the accent of Tinos green marble used at the teller line for its beauty, durability and traditional bank image.



*Photographer: William Wollin*

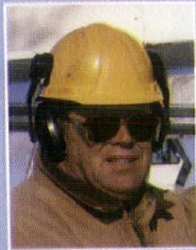


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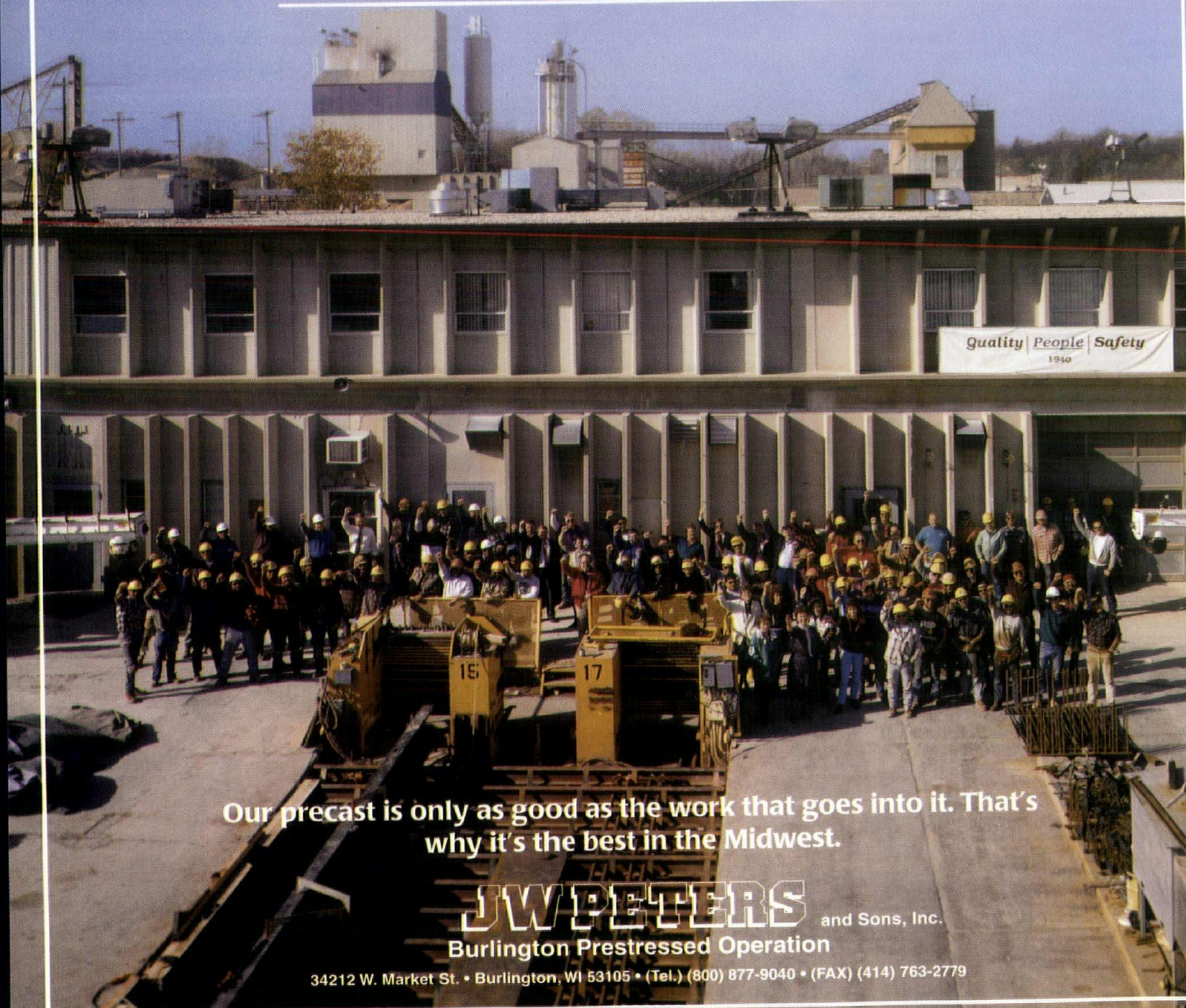
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<i>Project</i>	<b>The Lappin Lighting Design Showroom</b>
<i>Location</i>	<b>Kohler, Wisconsin</b>
<i>Architect</i>	<b>Architectural Designs</b>
<i>General Contractor</i>	<b>Mike Koenig Construction</b>

This lighting showroom (2,650 sq. ft.) began in a strip mall as space in a wing devoted entirely to home furnishings and design services. Besides office space, Lappin representatives required a flexible design environment rather than typical showroom space. Room vignettes were created with complicated lighting systems in each to show clients the effect of different lighting scenarios in combinations with each other or alone, each controlled with adjustable dimmers.

A client can sit down and have the lighting options demonstrated, seeing the effect on coloring, warmth of feeling, actual light on tables or countertops, etc. The showroom is on an axis so traffic approaches from two directions. To attract passers-by, a rotating chandelier display is lit throughout evening hours.



*Photography: Ed Purcell*



**Consultants:**  
Ammann & Whitney Inc. Consulting Engineers



*Project*

**Big Boy Express**

*Location*

**West Milwaukee, Wisconsin**

*Architect*

**Warner Pfaller & Associates**

*General Contractor*

**Tri-North Builders**

A drive-through restaurant reminiscent of the 50s and 60s was the owner's request. Resulting design must also cater to the highly mobile 90s customer. This building has been designed as a prototype to be placed on any site anywhere in the country. With these unknowns, the design needed to be simple to build and flexible enough to fit into various sites and traffic patterns.

Double-driveway system leads to twin canopies to increase speed of product delivery and decreases waiting time for customers. Indoor eating is inside the glass block wall; additional eating space, in good weather, is provided on a patio with umbrella tables. In the center of the building is a highly-efficient kitchen.

Visual appeal is stressed via bright colors, interesting shapes, sturdy materials and an abundance of neon. The "Big Boy Express" concept is repeated on menus, service ware, packaging and advertising, making the design a "total identity package."

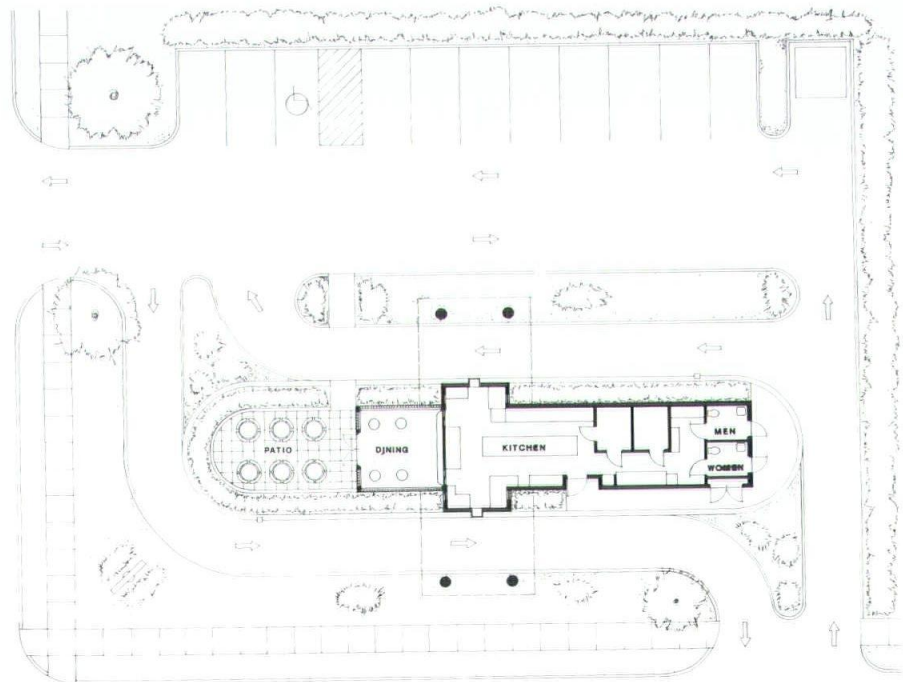
*Photography: PhotoGraphic Enterprises*

**Consultants:**

Signage & Neon: The Neon Factory

Structural: Benz Engineering  
Plumbing & HVAC: Thelen Engineering, Inc.

Electrical: Leedy & Petzold, Inc.

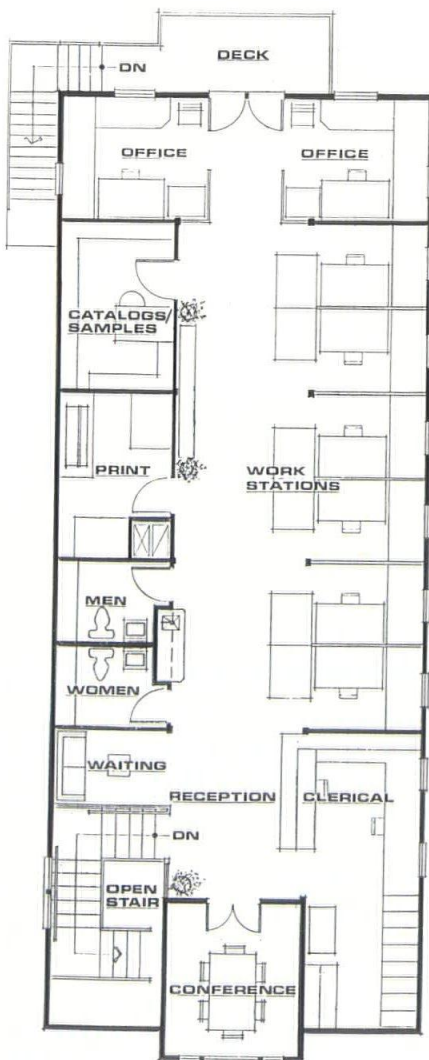




<i>Project</i>	<b>Retail/Professional Building</b>
<i>Location</i>	<b>Sheboygan, Wisconsin</b>
<i>Architect</i>	<b>Linde Jensen Marcheske Architects, Inc.</b>
<i>General Contractor</i>	<b>Quasius Construction, Inc.</b>

An eight person architectural firm, needing more space, became owner and designer of this project. The new two-story building is on a narrow site in the Riverfront Urban Renewal area, which has a simple "shanty" theme befitting existing buildings of 40 to 50 year vintage.

Exterior is gray stained rough-sawn cedar siding with black asphalt roofing to match existing weathered palate of the area. An indented main entrance with overhanging second floor and half-circle window add refinements to the design and differentiate it from its neighbors.



Renewal project guidelines affected the design by dictating building height, window type and roof pitch. It also was required that the first floor contain retail space. The entire 2,000 square feet of second floor plus entry space on first floor is programmed for the architects.

Interior finishes include sand-textured gypsum board, ceramic tile floors as well as carpeting and oak doors, frames and trim. Custom built cabinets are oak.

*Photography: Uel C. Ramey*

**Consultants:**  
Aldag Honold Mechanical  
(HVAC)



# You're Invited!

Join us on Wednesday, May 24th at 7:30 A.M. For  
**WCMA'S 7TH ANNUAL 'EXCELLENCE IN MASONRY' AWARDS PRESENTATION**  
at the Holiday Inn, Middleton... hosts of the A.I.A. Wisconsin Convention

Enjoy the complimentary WCMA breakfast buffet.  
Watch an exciting audio-visual presentation on this year's competition.  
Discover who will receive the 1995 *Maynard W. Meyer Best of Show Award*.

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# ARCHITECTURE

## 1995 AIA Wisconsin Convention & Building Products Exposition

Architecture involves the assembly of many component parts into meaningful form, reflecting community needs, wishes and hopes. It requires the assembly of knowledge on innovative building materials and systems, technology, project delivery strategies and project management techniques. Architecture also involves the assembly of teams of consultants, contractors and other professionals to translate client dreams into reality.

The program for the 1995 AIA Wisconsin Convention focuses on the challenges and opportunities facing the profession of architecture and individual architects. Keynote addresses by Fred A. Stitt and Charles B. Thomsen, FAIA, professional development seminars on emerging practice, client and design issues, exhibits of innovative products and services for the design and construction industry, and other special events will enable you to assemble valuable information for your practice and your professional growth.

Design and construction are changing. Many different forces are having a profound influence on the profession and the practice of architecture. The architect's role is changing, and we all must assemble the skills necessary to assure our role as collaborative leaders.

To remain successful, architects must constantly learn new skills to practice smarter. We must be able to make informed business decisions and be willing to take calculated risks. As architects, we must listen to our clients and respond more effectively to their needs with innovative solutions that exceed their expectations. Our training as problem-solvers and our knowledge of design make us vital partners on any project leadership team.

The 1995 AIA Wisconsin Convention recognizes that some assembly *is* required if the profession intends to recapture its essential and historical role in shaping our environment and creating solutions to people's needs. You also will be able to assemble valuable learning units (LUs) for the AIA Continuing Education System. Plan to assemble with your colleagues and to participate in *ARCHITECTURE — Some Assembly Required*.

Carl J. Scott, AIA, Chairman

1995 AIA Wisconsin Convention Committee

**Holiday Inn Madison West  
May 23 & 24, 1995**

**Some Assembly Required**



# ARCHITECTURE — Some Assembly Required

1995 AIA Wisconsin Convention  
Holiday Inn Madison West  
May 23 & 24, 1995



## SCHEDULE AT A GLANCE

### TUESDAY, MAY 23

#### 8:30–9:30 a.m.

*Preservation Breakfast*  
Mayor Paul R. Soglin

#### 9:30–10:30 a.m.

*Professional Development Seminars*

- ① **Big Issues for Small Firms**  
Fred A. Stitt
- ② **What Will Clients Expect Next?**  
Client Panel
- ③ **Components of Design Excellence**  
Julie Snow, AIA

#### 10:30–11:30 a.m.

*Professional Development Seminars*

- ① **Claims Avoidance Techniques**  
Robert J. Smith
- ② **What Will Clients Expect Next?**  
Client Panel (continued)
- ③ **Accessible Design/ILHR 69 & ADA**  
Thomas Hirsch, AIA  
Diane Meredith  
Delbert C. Blasdel

#### 11:30–12:00 p.m.

*AIA Wisconsin & WAF Annual Meetings*

#### 12:00–2:00 p.m.

*Golden Award Luncheon*  
**Revisioning**  
Raymond G. Post, Jr., FAIA

#### 2:00–3:30 p.m.

*Keynote Address*  
**Putting It All Together**  
Fred A. Stitt

#### 3:30–8:00 p.m.

**Construction Industry Reception  
& Building Products Exposition**

*Displays of innovative products & services for the  
design & construction industry, mini-seminars,  
Wisconsin IDP workshop, AIAOnline demonstration,  
door prizes, food & drink, music . . .  
FREE admission!*

### WEDNESDAY, MAY 24

#### 7:30–9:00 a.m.

*Excellence in Masonry Awards Breakfast*  
Wisconsin Concrete Masonry Association

#### 9:00–10:00 a.m.

*Professional Development Seminars*

- ① **Introduction to Partnering**  
Joseph J. Hartnett
- ② **Indoor Air Ecology**  
Kurt Zimmerman, AIA  
James H. Wasley  
Carolyn Voigt
- ③ **Design Through Computer Modeling**  
David Black, AIA  
Susan Olson  
Michael Eberle, Assoc. AIA  
Gregg Plummer

#### 10:00–11:00 a.m.

*Professional Development Seminars*

- ① **DATCP: A Case Study of Partnering**  
A. James Gersich, AIA  
Mark Cullen  
Dan Swanson  
Art McClure  
Mike Stark  
Joseph J. Hartnett
- ② **Project Delivery Strategies**  
Charles B. Thomsen, FAIA
- ③ **Urban Ecology**  
David Early

#### 11:00–2:00 p.m.

**Focus on Innovation & Building Products Exposition**

*FREE lunch from the grill, mini-seminars on  
innovative products & services, door prizes . . . and  
more!*

#### 2:00–3:30 p.m.

*Keynote Address*  
**Collaboration is a Management Art**  
Charles B. Thomsen, FAIA

#### 3:30–5:00 p.m.

*DATCP Building Tour*

#### Seminar Track Legend:

- ① Practice
- ② Client
- ③ Design

ARCHITECTURE — Some Assembly Required



## KEYNOTE ADDRESSES

Two outstanding keynote speakers have been assembled for the 1995 AIA Wisconsin Convention. These keynoters will address the key components of practice that architects must assemble to be successful today and tomorrow and the importance of creating a culture of effective collaboration to meet client expectations.

### Putting It All Together

*Klipstein Insurance Services Keynote Address*

**Fred A. Stitt**

*Guidelines/San Francisco Institute of Architecture*

*Tuesday, May 23*

*2:00 - 3:30 p.m.*

*(3 LUs)*

In his keynote address, Fred A. Stitt will outline key components that architects must assemble to be successful today and in the next century. He will help us put it all together by presenting the reasons design firms succeed or fail. This opening keynote address is made possible by the support received from Klipstein Insurance Services, Inc.

Stitt is a well-known California architect whose professional work is primarily research, writing and education in the problems of architectural practice. He is the editor/publisher of his own publishing company, Guidelines, the author of over 50 manuals and nine books on design firm practice issues and the creator of a variety of computer-related products. In 1991, he founded the San Francisco Institute of Architecture, which is dedicated to finding new and more effective ways to provide top quality schooling in design, technology and design management.

In his early years of working in architectural offices across the country, Stitt observed that design firms appeared to have chronic problems in production, fee management, client relations and quality control. His research has been dedicated to finding practical solutions to common practice issues.

Stitt recently researched the best and worst practices of many hundreds of architectural firms of every size and type across the nation. He identified 30 big reasons design offices succeed or fail. Some of his conclusions will surprise you and may save you a lot of grief.

### Collaboration is a Management Art

*C. G. Schmidt Keynote Address*

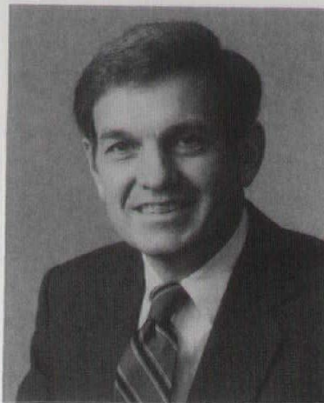
**Charles B. Thomsen, FAIA**

*3D/International, Inc.*

*Wednesday, May 24*

*2:00 - 3:30 p.m.*

*(3 LUs)*



In his closing keynote address, Charles B. Thomsen, FAIA, will discuss the importance of assembling a culture of effective collaboration to meet client expectations. Thomsen's keynote presentation is made possible by the underwriting support of C. G. Schmidt, Inc.

As president and chief executive officer of 3D/International, Thomsen

oversees the company's worldwide business and strategic planning operations, which encompass design, engineering, construction management and environmental consulting services. He is a frequent lecturer at universities and is an acknowledged innovator in project delivery and the application of information technology to the practice of architecture. He is the author of two books, *Managing Brainpower* and *CM: Developing, Marketing and Delivering Construction Management Services*, and numerous articles.

Thomsen has personal experience in nearly every conceivable form of project delivery, including construction management, design-build, bridging, fast-track and systems construction. Prior to joining 3D/International, he was president and CEO of CRS Group, Inc., (now CRS Sirrinc) and formed CM, Inc.

Today, according to Thomsen, managers are relearning the value of effective collaboration. Planning the attitudes and relationships among people is at least as important as structuring the procedures and contracts among organizations because today it takes more organizations and more people to deliver a project.



## PROFESSIONAL DEVELOPMENT SEMINARS

The 1995 AIA Wisconsin Convention program features a series of fast-paced, one-hour professional development seminars each morning. There are 12 seminars in all. Select from three concurrent seminar tracks each hour, focusing on practice, client and design issues.

### Professional Development Seminars I

Tuesday, May 23  
9:30 - 10:30 a.m.  
(2 LUs)

**P Practice: Big Issues for Small Firms**

Fred A. Stitt will discuss the "hot" practice issues faced by small firms. He is the editor/publisher of *Guidelines* and the author of numerous articles and books on architectural practice. Stitt will share insights learned from extensive research on the best and worst practices of small firms from across the country.

**C Client: What Will Clients Expect Next?**

A client panel has been assembled to discuss the trends influencing their particular industries and, ultimately, their expectations for architectural services. The panel includes representatives of health-care, financial, insurance, retail, elderly-care, education and public clients. Diane Chamness, of Chamness Marketing Network, will moderate this enlightening seminar, which will be presented in two one-hour back-to-back sessions.

**D Design: Components of Design Excellence**



Through a presentation of her award-winning architecture, Minneapolis architect Julie Snow, AIA, will demonstrate how to effectively assemble projects to achieve design excellence. After a four-year partnership as James/Snow Architects, she recently returned to leading her own practice. Her work is based on exploring the tangible attributes of architecture . . . the unique qualities of each site, the functional and emotive aspects of the client's program, and the material and physical expression of the process of building.

### Professional Development Seminars II

Tuesday, May 23  
10:30 - 11:30 a.m.  
(2 LUs)

**P Practice: Claims Avoidance Techniques**

Like it or not, architects often find themselves in the middle of disputes while assembling projects. Attorney Robert J. Smith will address current legal issues affecting the practice of architecture and outline techniques for avoiding claims.

Smith is executive vice-president of Construction Strategies, Inc., and a shareholder in Wickwire Gavin, P.C. His practice includes advising owners, contractors and design professionals on a variety of issues. A professional engineer as well as an attorney, Smith publishes and lectures extensively on legal issues affecting the design and construction industry.

**C Client: What Will Clients Expect Next? (Part II)**

Panel discussion on future trends and client expectations will continue. If one of your goals is to meet or exceed client expectations, then this seminar will enlighten you on what Wisconsin clients have in mind.

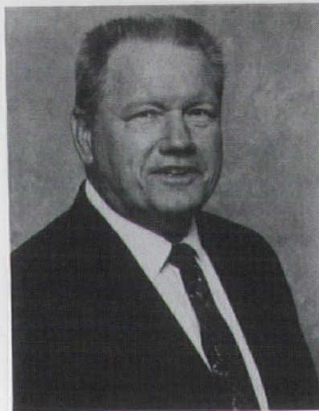
**D Design: Accessible Design — ILHR 69 & ADA**

This timely seminar session assembles experts on new State Building Code accessible design requirements in ILHR 69. Panelists include architect Thomas Hirsch, AIA, with Heartland Properties, Inc., and code consultant Diane Meredith and plan examiner Del Blasdel, with DILHR's Safety & Buildings Division.

### Professional Development Seminars III

Wednesday, May 24  
9:00 - 10:00 a.m.  
(2 LUs)

**P Practice: Introduction to Partnering**



DATCP office building.

Partnering is a project delivery approach that is growing in popularity. Joseph J. Hartnett will outline the key components of partnering and demonstrate how it has been used to improve communications, resolve conflicts, build trust and produce successful and rewarding projects. He is president of Hartnett Partnering Consultants in Florida and was the partnering facilitator for the new

**C Client: Indoor Air Ecology**

More Wisconsin clients are expecting their architects to assemble the knowledge and expertise necessary to respond effectively to indoor air quality and environmental health issues. This seminar will demonstrate how careful planning and sound environmental measures can pay off with increased efficiency. Panelists include architect Kurt Zimmerman, AIA, with the Zimmerman Design Group, and James Wasley and Carolyn Voigt, research associates with UWM SARUP's new Johnson Controls Institute for Environmental Quality in Architecture.



## SEMINARS

### ① *Design: Design Through Computer Modeling*

This seminar will explore and demonstrate how to incorporate computer-aided design with more traditional design media. Architect David Black, AIA, with Flad & Associates, will provide an overview of CADD as a design tool and will demonstrate with Susan Olson and Mike Eberle, Assoc. AIA, how the firm has successfully utilized CADD in the early design phases of recent projects. Seminar panelist Gregg Plummer, with MasterGraphics, also will demonstrate how architects can effectively use computers and available software for marketing.

### **Professional Development Seminars IV**

Wednesday, May 24

10:00 - 11:00 a.m.

(2 LUs)

### ① *Practice: A Case Study of Partnering*

Panelists for this seminar, representing the owner, developer, architect, contractor and partnering facilitator, will discuss the award-winning partnering approach used for the new Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) office building. You'll discover how successful teamwork and cooperation resulted in numerous innovative ideas and project savings.

### ① *Client: Project Delivery Strategies*

Keynote speaker Charles B. Thomsen, FAIA, has personal experience in nearly every conceivable form of project delivery. In this seminar, he will discuss the components of different contracting methods, including construction management, design-build and bridging, and how they are influencing client expectations and demand for architectural services. An innovative architect, author and lecturer, Thomsen is president and CEO of 3D/International.

### ① *Design: Urban Ecology*

David Early's seminar presentation will focus on examples of sustainable development and the integration of sustainability and design. Planning for livable and sustainable communities is an important component in the architect's collaborative leadership role. Early is president of Urban Ecology, Inc., a national membership organization working on behalf of sustainable development and publisher of *The Urban Ecologist*. Formerly with Brady and Associates, Early recently established his own planning firm in Berkeley.

## BUILDING PRODUCTS EXPOSITION

The 1995 AIA Wisconsin Convention would not be possible without the strong and consistent support of the companies exhibiting in our Building Products Exposition. The 1995 Building Products Expo will take place in the Trade Center at the Holiday Inn Madison West. Registration is FREE for the Expo and other special events in the Trade Center.

### **Construction Industry Reception**

Tuesday, May 23

3:30 - 8:00 p.m.

For the grand opening of the Building Products Expo, AIA Wisconsin and our 1995 exhibitors are hosting the annual *Construction Industry Reception*. Everyone is invited to the extraordinary display of products and services for the design and construction industry . . . so plan to assemble with friends and colleagues from across Wisconsin.

The Expo is sure to be one of the highlights of this year's AIA Wisconsin Convention. It is your opportunity to find the answers to all of your questions from representatives of the leading manufacturers and suppliers of design and construction industry products and services. In addition, the Expo will feature a display of Wisconsin's award-winning architecture, demonstrations of *AIAOnline*, musical entertainment by The Madison Brass quintet, door prizes, food, drink . . . and much more!

### **Focus on Innovation**

Wednesday, May 24

11:00 - 2:00 p.m.

This Building Products Expo session provides a unique opportunity to assemble the latest information on innovative product research and technology breakthroughs that will shape the future of design and construction. It's your last chance to tour the displays in the Trade Center and gather valuable knowledge on products and services that you can put to use on all of your projects.

Registration is FREE for this special Expo event . . . and you can even assemble your own lunch from the grill, participate in mini-seminars offered by exhibitors, fool around on *AIAOnline*, and win fabulous door prizes. Invite your colleagues to join you in the Trade Center at the Holiday Inn Madison West!

Please refer to the back page of this special Convention section for a list of 1995 exhibitors.



## SPECIAL EVENTS

Numerous "special events" have been assembled for the 1995 AIA Wisconsin Convention. These include special breakfast events sponsored both mornings of the conference, Annual Meetings, the Golden Award Luncheon, a workshop on Wisconsin's IDP requirements and a guided tour of the new Wisconsin DATCP facility.

### Preservation Breakfast

*Tuesday, May 23*  
8:30 - 9:30 a.m.  
(2 LUs)

Madison Mayor Paul Soglin is the featured speaker for what has become an annual event sponsored by AIA Wisconsin's Historic Resources Committee, chaired by Robert Corbett, AIA. There is a separate \$8 fee for this event to cover the cost of a continental breakfast.

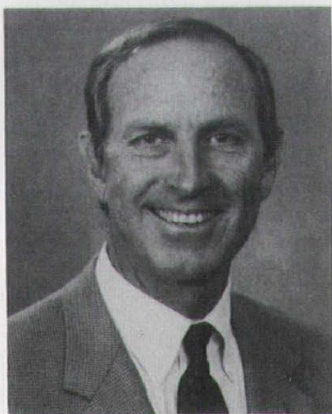
### Annual Meetings

*Tuesday, May 23*  
11:30 - 12:00 p.m.

Join officers of AIA Wisconsin and the Wisconsin Architects Foundation for brief reports on AIA and WAF programs and services.

### Golden Award Luncheon

*Revisioning*  
**Raymond ("Skipper") G. Post, Jr., FAIA**  
*The American Institute of Architects*  
*Tuesday, May 23*  
12:00 - 2:00 p.m.  
(1 LU)



This special event includes the formal presentation of the 1995 AIA Wisconsin Golden Award to Noble E. Rose, AIA. The Golden Award is the highest award that AIA Wisconsin can bestow upon one of its members and recognizes distinguished leadership and service on behalf of the profession.

Skipper Post, FAIA, 1995 first vice president/president-elect of The American Institute of Architects, is the featured luncheon speaker. In addition to his leadership role on the AIA Board of Directors, Post chaired the Lifelong Learning Committee and co-chaired the IDP Coordinating Committee. While not attending to AIA affairs, he also is

principal of the Baton Rouge firm Post Architects, which designs commercial, institutional, educational, health-care and religious facilities.

*Revisioning* is the theme for the national 1995 AIA Convention in Atlanta. It is a call to architects to become collaborative leaders and shape a successful future for their community, their individual practice and the architectural profession. In his luncheon address, Post will outline national AIA initiatives and programs designed to assist architects reclaim their leadership role. You'll discover how the Institute is repositioning itself to be of ever-increasing service to the profession and to enhance the value of membership.

### Wisconsin IDP Workshop

*Tuesday, May 23*  
5:00 - 6:00 p.m.  
(2 LUs)

Wisconsin IDP Coordinator George Owen, AIA, with The Wilson Firm, will lead a special FREE workshop for interns and advisors on assembling experience records and other licensing requirements.

### Masonry Jeopardy

*Tuesday, May 23*  
8:00-10:00 p.m.  
(2 LUs)

Following the Construction Industry Reception, plan to assemble for the Wisconsin "Masonry Jeopardy" Championships sponsored by the International Masonry Institute. Six teams will be competing for this coveted trophy.

### "Excellence in Masonry" Awards Breakfast

*Wednesday, May 24*  
7:30 - 9:00 a.m.

This annual awards breakfast is sponsored by the Wisconsin Concrete Masonry Association. It will feature the presentation of this year's WCMA "Excellence in Masonry" Awards.

### DATCP Building Tour

*Wednesday, May 24*  
3:30 - 5:00 p.m.  
(2 LUs)

This special event includes a guided tour of the new Wisconsin Department of Agriculture, Trade and Consumer Protection office building in Madison. This project recently received the prestigious Marvin M. Black Excellence in Partnering Award from the Associated General Contractors of America. Transportation between the Holiday Inn Madison West and the DATPC facility is being provided by J.P. Cullen & Sons, Inc., of Janesville.



## 1995 CONVENTION SPONSORS

The underwriting support received from the following sponsors has enabled this year's Convention Committee to assemble an outstanding schedule of programs and special events that otherwise would not have been possible.

### Keynote Speakers

- **C.G. Schmidt, Inc.**  
C.G. Schmidt, Inc. is the sponsor of the closing keynote address by Charles B. Thomsen, FAIA, on collaboration as a management art. C.G. Schmidt, with offices in Milwaukee and Racine, has been a leader in providing top-quality professional construction services since 1920.
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### Other Events

**Wisconsin Concrete Masonry Association**  
The WCMA is hosting its annual breakfast to recognize the winners of this year's "Excellence in Masonry" Awards.

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Please use the accompanying Registration Form to sign up for all of the outstanding programs and special events assembled for the 1995 AIA Wisconsin Convention.

Complete and return the Registration Form with your payment to the AIA Wisconsin office by May 11 to benefit from an early registration discount. You may also want to take advantage of the *Some Assembly Required Discount*. Your name badge and other Convention materials will be available at the AIA Wisconsin Registration Desk in the lobby of the Trade Center.

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AIA Wisconsin is a registered provider for the AIA Continuing Education System. AIA/CES learning units (LUs) are noted for each Convention program.

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The Holiday Inn Madison West in Middleton is the official hotel for the 1995 AIA Wisconsin Convention. It is easily accessible from the West Beltline (Hwy. 12). Take the Greenway Blvd. exit (#252) and you can't miss it.

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### 1995 Convention Committee

The following individuals contributed their time, creativity and energy to assemble the 1995 AIA Wisconsin Convention program:

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The following companies have already signed up to exhibit at the 1995 Building Products Exposition. Their strong support makes the AIA Wisconsin Convention possible.

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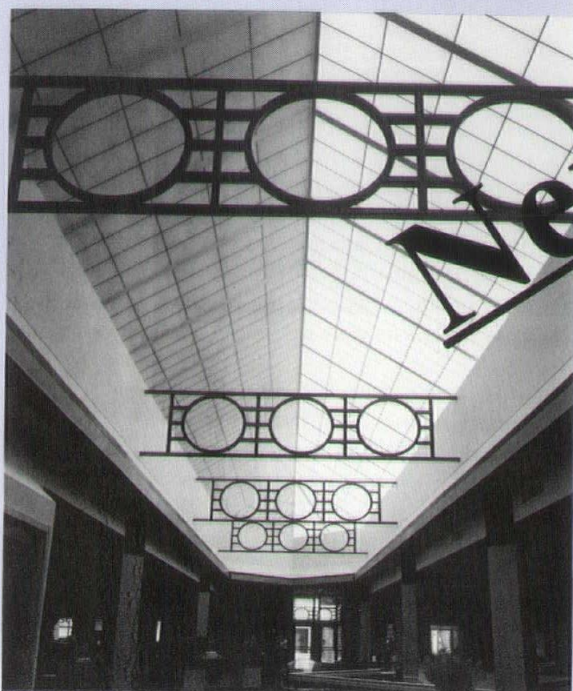
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# Collaboration is a Management Art

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*Every year, more companies collaborate to do their work*

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Today, managers are relearning a simple, basic value that we all learned in our youth. Partnering, Total Quality Management, Total Project Integration, Concurrent Engineering, The Virtual Organization, and Bridging share a common theme of collaboration. Creating a culture of effective collaboration is a management art. Planning the attitudes and

relationships among people is at least as important as structuring the procedures and contracts among organizations. Today it is more

important than ever because it takes more organizations and more people to deliver a project.

## Market Demands

Our clients seek the best. Communication and transportation changed our world. Our clients don't need to settle for local companies. They can choose the best in the world.

To be the best, companies specialize. Design and construction companies who seek work outside their communities know that they must be the best in their class. To be the best, they narrow their scope—they focus. The result is more companies with narrower scopes work together to deliver a project.

Clients unbundle design and construction to get the best. They cherry pick firms. A design team may include national and local companies, consultants, minorities, small businesses and perhaps a construction manager or a project manager.

A general contractor may have 40 to 60 subcontractors. Each subcontractor may sub-subcontract to progressively lower tiers. Hundreds of companies may come together in an ad hoc organization to construct a project.

Our clients face a complex oversight structure. Out industry is specialized,

regulated and multi-organizational. Our clients must deal with zoning boards, fine arts commissions, historical preservationists, environmentalists and other diverse interests that they can't control. And they usually add their own internal approval procedures.

More organizations demand collaboration. We need techniques to combine more companies into effective ad hoc organizations.

## Hard Stuff and Soft Stuff

Project and construction management has traditionally relied on organizational authority, precise contracts, computer scheduling and legal recourse for non-performance. We've viewed those techniques as the proper tools of management.

The Hard Stuff	The Soft Stuff
Clear contracts and task orders	Mutual respect for individual & organizational goals
Documented budgets and schedules	A desire to exceed customer expectations
Defined deliverables and work products	A commitment to innovation and continuous improvement
Well-documented channels of communication	Easily networked communication at multiple levels

We need this hard stuff, and it must be done right. But it's not enough. If a team of clients, architects, engineers, managers and contractors want to help one another, they'll help the project. If they want to hurt one another, they'll hurt the project. We've learned that attitudes and



personal relationships are crucial to success. Management philosophies that invoke the soft but essential spirit of teamwork and collaboration emerge. What could make more sense? People do things, not organizations. People will work for money, but they will fight and die for ideas.

### **Partnering**

Lester Edelman, Chief Counsel for the U.S. Army Corps of Engineers, advocates Partnering. He said that they deliberately didn't track the claims statistics on their Partnering projects. But since the Corps started using Partnering on many of their projects, their total claims are down 25% from their peak year.

I sat next to the president of a large highway construction company at a recent dinner. I asked him if the cost of litigation was continuing to increase in his industry sector. He replied, "Not for those of us who are using Partnering!"

Partnering works. My colleagues and competitors tell me that with Partnering, they make more money and do better work. Clients tell me their projects have fewer change orders. Employees tell me they enjoy their work more.

Partnering is team building. It focuses on opening channels of communication, installing systems for resolving problems and defining project goals for those who must work together. It's one view of collaboration: a response to the changes demanded by the construction industry. There are other movements, other management concepts that describe related issues with other words.

### **TQM:**

#### **Total Quality Management**

All work is a process. Good products need good processes.

Most people know their job better than their boss. They often want to improve it. But to improve it, they typically must collaborate with those who work upstream and downstream—in TQM jargon, their customers and suppliers. So a team is needed to improve a process.

The same is true for companies that work together in the construction industry. None produces a project alone. If someone in the process does bad work, it's hard or impossible to fix as it goes downstream to completion. So people upstream and downstream from any job need to work together to improve the result. If they do, some companies call them a TQM team.

Does that sound like collaboration?

### **Total Project Integration**

Few things are as important as planning a project well. When The Honorable George M. White, FAIA, The Architect of the Capitol, was asked to build a new headquarters for the judiciary branch of the government, he spent many months designing the process. When he finally started the project, he had design guidelines, a space program and enabling legislation in Congress. Then he held a developer, design-build competition that produced arguably the most successful government building in history. Its success may be measured any way you choose—function, schedule, cost or the quality of the building's superb architecture.

Total Project Integration is a process of looking ahead, uncovering and settling the issues that affect a project at the start—before design begins—when it's cheap and quick to make changes and adjustments.

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*Under many names, the industry is searching for better ways to collaborate.*

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The best opportunity to save time and money is at the start. You don't need to design a building to know what it will cost, what it will be made of, how it will serve its users, whether it will be approved or how you will contract for it. Too often we invest time and money in design before we define the project's constraints. Design problems don't stop a project. The problems that trip us up are legal, economic, environmental and procedural.

Total Project Integration is a process of pulling together the many players, defining the project and settling the issues—in an alphanumeric form—before spending time and money on design and construction.

Does that sound like collaboration?

### **Concurrent Engineering**

Given a fast-track assignment, AE and CM teams have figured out that if they establish the basic geometry of the building they can bid the structural steel frame with a performance specification. The steel fabricators can use their manufacturing knowledge to design the most cost-effective structure and do the shop drawings while the AEs and CMs charge ahead with the rest of the project. The result of this simple process is early cost feedback and a cost-effective (sometimes innovative) design produced by a manufacturer. Most important, the critical construction activity, steel shop drawings, is underway before schematic design is complete.



This simple steel frame example expanded into a principle can be applied to most aspects of design and construction. Concurrent Engineering is the art of doing downstream activities simultaneously with upstream activities. It requires viewing a project in both its entirety and its details—like looking at the tiles and the mosaic at the same time. Advocates of Concurrent Engineering argue that the project will benefit if fabricators, contractors, designers and managers combine their knowledge—if upstream and downstream professionals work together.

Does that sound like collaboration?

### The Virtual Organization

Apple recognized they had to get a notebook computer on the market quick or lose market share. They also realized they didn't have enough manufacturing capacity to produce it fast enough. So they teamed with Sony. When Black and Decker decided that they wanted to bring a high quality set of power hand tools to the market to supplement their own consumer brands, they teamed with Elu, a Swiss manufacturer.

America's Fortune 500 companies are discovering that companies can team up in an ad hoc organization to make a product. That's something the construction and movie industry have understood for years.

But there's a new wrinkle. Instead of packaging separate contracts with separate production (or construction) responsibilities, the idea is to produce a virtual organization—an assembly of companies with a culture and goals of its own.

Does that sound like collaboration?

### Bridging

When J. B. Cole, now head of the Air Force Center for Environmental Excellence, was asked to find a way to improve quality, save time and save money in the Air Force design and construction program, he talked to industry leaders throughout the country and developed the Air Force's design-build process. It is similar to what George Heery has pioneered in the private sector and calls Bridging.

Bridging is a hybrid of design-build and the traditional process. With Bridging, bids for construction drawings and construction are taken after project definition—typically about the end of design development. The concept is for a client to have an AE that defines the functional and aesthetic requirements but to leave construction technology and the opportunity for innovation up to the contractors, subs, manufacturers and a contractor's AE. (With Bridging, there are two AEs—the client's AE who does project definition and the contractor's AE who sets final construction technology.)

Bridging makes a lot of sense. At the turn of this century, architects and engineers were the experts on construction technology. Buildings were custom-made outdoors using simple processes and materials. Today most building systems are manufactured rather than custom-built outside. The experts on the manufactured portion of the building are the manufacturers and the specialty subcontractors.

The goal is to find a way to get manufacturers, contractors and AEs working together. Bridging does that. The AEs who do the working drawings are part of the same virtual organization as the manufacturer and specialty contractors.

Does that improve collaboration? You bet it does.

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## Barriers to collaboration remain

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### Barriers to Collaboration

*Stereotyping.* Too many of us still carry images of the unquenchable-ego architect, the by-the-numbers engineer, the unscrupulous contractor, the junkyard dog construction manager, the impractical, idealistic environmentalists, and the demanding owner. Stereotyping clouds collaboration.

*Arrogance.* All the players see their role as the most important. Each has a hard time understanding the other disciplines—respecting the other values. The reality is that all are vital, and nothing shuts down collaboration faster than professional arrogance.

*Parochialism.* There are still AEs, CMs, and contractors who convince their clients to buy locally. Politicians also want projects to go to the local taxpayers (and campaign contributors). They don't search for the best.

All this adds up to a simple idea: the numbers-bound, bare-knuckled, mud-on-the-boots construction industry has discovered that this soft stuff works.

Collaboration, the application of more than one intellect, more than one body of experience, and more than one viewpoint, makes better projects. The construction industry knows it and is finding many vehicles to make it work—under many names. That makes good projects and happy clients.

*EDITOR: The author is president and CEO of 3/D International, Inc., Houston, and will present the keynote address on Wednesday, May 24, at the 1995 AIA Wisconsin Convention. C. G. Schmidt is sponsoring this keynote address.*



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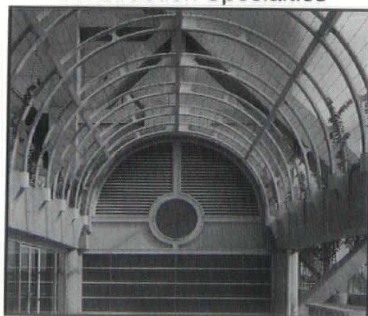
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S I T E S O U R C E





# 30 Big Reasons Design Offices Succeed or Fail

This is a summary of the best and worst practices of many hundreds of architectural firms of every size and type across the nation. You'll find some conclusions here that are fairly self-evident. Others will surprise you and may save you a lot of grief.

Rank your own strengths and weaknesses relative to the observations in this report. Better yet, make photocopies and invite others who work with you, or have personal knowledge of your practice, to offer their observations. It makes an excellent starting point for some soul searching, office discussion, and the start of a new long range business plan.

## A Plan

Those who write business plans earn an average of 400% more annual income than those who don't. This 400% is a net average over the long haul of a career, allowing for the financial ups and downs. They have to update the plans regularly. And they have to do lots of other things right, such as those listed in this *30 Reasons* report.

Along with a business plan, those who do the best in the long haul also have fairly detailed personal life plans or career plans. Otherwise the business plan won't mean much. And their marketing planning has to be based on the business plan or it's likely to be a misdirected waste of resources. Such planning is common among architects with the longest lived and most profitable offices, but otherwise is found among only about 8% of those with "average" practices, and is non-existent among the most marginal practitioners.

## Office Structure & Hierarchy of Command

The key phrase is Three-Part Balance. Offices dominated by a strong design partner, without comparable strength in business and construction technology, are crisis-oriented and failure prone — usually to an extreme. The exceptions are those financed by outside sources such as family money.

Offices with multiple partners or associates, who all share design decision making power, also flounder. They spend enormous amounts of time arguing among themselves. They alienate staff members and clients with infighting, excessive changes, and countermanding of decisions and instructions.

Conversely, strong design skills supported by managerial and technical balance are hallmarks of the top, longest lived offices. Other hallmarks of the strongest firms are: Strong problem-solving orientation and skills; innovative practices; a mixture of idealized long-term goals, implemented by practical-minded attention to day-to-day detail.

## Client Selection & Relationships

The prize is a long-term relationship with a relatively small number of top-flight clients. Some firms have made it a point to seek out financially strong clients who have high standards of design and service. When they win them, they go out of their way to satisfy them and keep their work and their good will. These firms generally avoid clients who show signs of being chiselers, irrational, in conflict with their associates, or otherwise judged likely to cause delays, conflicts, and money problems.



Offices most dependent on random client contact, especially marginal developer clients, are most prone to cash flow problems. Some such firms keep working with repeat clients who cause them the most problems in an effort to earn back losses from their previous jobs. These offices may hang on for years, not failing outright, but on the edge and at the lowest income levels.

### **Office Longevity, Rejuvenation & Ownership Transition**

Awareness of the natural life-cycle of a design practice is the key to longevity. The best of the clients that a firm collects in the early years often become the main support twenty to thirty years later when the practice peaks in size and income. Later, those clients age and start to drop out at about the same time the founders of the firm do. If a younger clientele, and a younger set of office owners, are brought together at interim periods, the office may survive nicely. If not, it will start to shrink as key long-standing clients begin to retire or pass away.

Many owners of smaller firms make no long-term plans for creating a salable practice. When confronted with a declining work flow late in life, perhaps compounded by health problems, they sometimes just close shop and drop out with no transition of ownership. This is a common waste of what could be valuable and salable business assets.

### **Fees & Fee Collection**

The greatest enforcer of low fees in most firms are people within the firms themselves. People within the office argue that the firm must meet fee competition; that losses from low fees can be charged off to marketing; that

the firm can at least break even and keep going . . . . The arguments can be compelling since the inclination is always to get a job no matter what, and sometimes the arguments have merit. But in the long run it's the highest fee firms that provide best quality services, have the most satisfied clients, and the strongest profit margins. Fees are such a major factor in survival that several key survival elements listed on the last page of this report are devoted to the topic.

### **Contracts, Scope of Work & Tracking of Changes in Work**

The three most common causes of major claims, lawsuits, and disputed fees: 1) Failure to update the contract as circumstances of the work change, 2) an incomplete Scope of Services list, and 3) failure to review terms of the agreement point-by-point with the client to assure full understanding. Offices most noticeably free of contract disputes follow those three practices and are disciplined about recording, noting, and confirming all additional agreements made with the client in the course of a project. Contract limits of liability, and requirements that disagreements be mediated or arbitrated, have also saved many firms from disastrous extended legal disputes.

### **Design**

The worst chronic design problems in failure-prone offices: Non-stop design, revisions, and refinements without compensation. Design changes that continue through working drawings are the most expensive to the design firm; those that continue through construction are most costly to the client.

The most common client complaints and cause of cancellation of design service: "The architect doesn't listen." Other dominant complaints: "They come up with preconceived solutions before they get all the information or understand all the problems." "They don't pay attention to our problems, especially costs."

### **Quality Control in Design & Construction Documents**

Larger offices most prone to major errors are those with a "culture" of buck passing. Responsibility is passed down the line of office hierarchy, along with the work assignments, and nobody is willing to take responsibility for the quality of documents. Smaller offices with the worst problems pass the buck outside the office — to contractors, suppliers, clients, etc.

Offices with the best quality control commonly have two characteristics: 1) Everyone is encouraged to share responsibility over the quality of office's output. If lower echelon employees see what they think might be a problem, they're encouraged to ask about it. If they're mistaken, they're not blamed for crying wolf. It's just considered part of office education. 2) Education is made part of the job via lunchtime seminars, jobsite tours, distribution of technical articles, etc.

### **Monitoring of Income & Expenses**

Owners or managers of the more successful offices run income and expense reports and budget projections, and they spend time reviewing them at least weekly. Not surpris-



ingly, those with less profitable practices are least likely to do so and are often quite surprised, periodically, when confronted with their actual financial status.

### **Construction Documents**

Working drawings are a consistent profit center in the most successful offices. They universally use systematic production and database management: Standard details, standard notation, reuse of design drawings in working drawings, photodrafting, photocopier drafting, etc.

### **Construction Cost Estimating**

This is not high in most design firms' hierarchy of values, but it's a major sore point. Mis-estimates of costs, misunderstandings, miscommunications, or just waffling on the issue of cost is the number-one cause of friction between clients and design firms. It causes claims against the design firms, withholding of final payments, and forced restitution, often in the form of complete revisions of drawings and specs at the design firm's expense. The most successful offices typically keep a construction cost data base or use rigorous cost estimating systems. They refer to such data frequently during all phases and plateaus of work.

### **Office Planning & Environment**

Although some notably successful offices are surprisingly informal, almost trashy, most are thoroughly professional in appearance. They're well planned and all support facilities are close at hand. It's common in the top offices that all personnel have semi-private low-height partition

cubicles and a great deal of personal control over lighting, ventilation, etc. Employee complaints in the lowest morale offices often center on what they see as indifference by management to their comfort and efficiency. "If they don't care about how well I can do my work, why should I care?"

### **CADD Use & CADD Management**

While most firms have some familiarity with CADD and the most experienced are saving time and money, on the whole, CADD users have experienced very limited benefits. The most important factor is having CADD expertise at the top. Such expertise assures that everyone in the office learns how to save everything they do in the process of doing projects. And save it in such a form that it can be conveniently found and reused in future work.

### **Bidding & Construction Administration**

Most firms thoroughly check credentials and references to pre-qualify their contractors. They usually create a selected list of the best in their area, consult with them frequently, and only take chances with new contractors who have the highest recommendations. Lapses in this process have been a cause of major disasters for many offices.

### **Hiring Practices**

The most financially successful offices are exceptionally cautious about who they hire. They spend considerable time collecting applications, checking references, and reviewing qualifications. They are

quick to fire personnel who don't prove to be extremely ambitious and dedicated. Once they have hired someone, they pay well and go to great lengths to hang onto them. Some firms tell us that their top employees produce twice the work of average ones.

### **Compensation Policies**

The most financially adept offices typically pay 20% to 30% above the average pay scales but expect well above-average performance. They are systematic about monitoring employee work and offering suggestions for improvement. They provide annual performance reviews and when revenue allows for it, they give annual or semi-annual bonuses tied to formulas that blend performance ratings, seniority, overall office productivity, and project performance.

### **Time Management**

It's first things first among the most successful managers. That is, they refer constantly to long-term goals; write a to-do time-line each week and each day; and start every work day by doing the most difficult, important, and/or urgent tasks.

### **Overhead**

Architects we've surveyed, whose incomes are in the upper brackets, are often ingenious about controlling major portions of overhead and turning overhead items into profit centers. This often entails buying and upgrading their office space as a long-term investment, renting space to others, and owning printing and CADD service bureaus to give them, in effect, free use of the same facilities.



### **Financial Ratios**

While owners and managers of the most successful offices review financial reports often, usually weekly, they don't over-emphasize the importance of simplistic financial indicators. They mainly look at contribution rates, percentage of billable time, overhead ratio, and above all, income and expenses long-term and short term. Firms that do much more detailed financial analysis don't show noticeably higher incomes or longevity.

### **Profit Margins & Profit Planning**

Profit margins swing widely year by year and are often clouded by variable salaries and benefits provided to office principals. Top firms target 6% to 15% for their net profit margin after expenses and before bonuses.

### **Office Structure: Single Ownership, Partnership, Incorporation**

Offices with twelve and more personnel (plus principals) report that incorporation can be profitable for tax planning and, to some degree, liability protection. Smaller firms don't report much benefit from corporate status. The main point is to have a structure that has been studied and works to serve the needs of the owners.

### **Specialization in Service**

Virtually all firms that do repeat work of similar building types for the same clients report higher than average office profitability and higher net income for principals and staff members. Those who routinely store and reuse details, and other operating database material, report the highest

net earnings. Offices most varied in diversified building types and single-building clients frequently lose money on their projects and often have the lowest incomes.

### **Advance Payments**

Financing the clients by continuing work without pay for extended periods has cost many firms dearly — and has been a major cause of failures during this recession. This has affected old firms as well as new who gambled on carrying old-line clients through their financial problems. Failure to charge fees in advance of services is the most common failing of the newest small offices and has caused numerous shut-downs.

### **Delayed Billings & Slow Collection Periods**

Sixty-day turnaround in billings is average, and the most crisis-ridden firms often don't collect for 90 to 120 and more days. Two-week billing, and timely follow-ups are common in the most financially stable offices.

### **Fee Charges Relative to Types of Services**

Most offices now charge unpredictable work hourly, and predictable work at Stipulated Sum. Construction administration is often unpredictable and firms who have not charged hourly have suffered large unexpected losses.

### **Hourly Fees & Multipliers**

Billing rates and multipliers used by many smaller firms are based on rules of thumb rather than actual measurements of office costs. This causes large unnecessary losses which push some offices over the edge.

### **Drawing Checking & Last-Minute Changes**

Half of all claims against design firms are caused by ill-considered last-minute changes and substitutions. Those changes often result from lapses in drawings and specs. The firms with the best quality control records almost always have one designated expert in charge of checking all drawings.

### **Marketing Essentials**

Many offices brag that most of their work "walks in the door" without marketing effort on their part. That is, they brag until the slump hits. All of the most successful firms have someone who spends some time on systematic marketing every week.

### **Record Keeping**

Project record keeping is good-to-excellent among most design firms. Those who do not maintain daily logs on every project, records of changes, prospective client contacts, etc. are most vulnerable to failure.

### **Search for Improvement**

Owners of the most successful firms rarely stand still or slip into complacency. They look constantly for problems and opportunities for improvement and work almost always according to the highest priorities.

*EDITOR: The author is editor and publisher of Guidelines newsletter and director of the San Francisco Institute of Architecture. He will present the keynote address on Tuesday, May 23, at the 1995 AIA Wisconsin Convention.*





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# Architecture Facts

The recently published AIA *Architecture Factbook* contains a wide variety of useful information, while exploding a number of myths, about the practice of architecture. The following are a few examples:

- MYTH: Architects are wealthy.

Not so, especially when compared to other licensed professionals such as lawyers, physicians and engineers. The average firm principal in the East North Central region of the country (Illinois, Indiana, Michigan, Ohio and Wisconsin) earned \$66,700. The average compensation for a newly-licensed architect is \$29,000.

- MYTH: Architecture is dominated by larger firms.

That's false . . . but it's also true. Of the 15,000 AIA member-owned firms in America, two-thirds (66%) have four or fewer employees. Those same small firms, however, have only a 14% market share of billings. Larger firms, with 20 or more employees, account for 54% of billings.

- MYTH: When architects are paid their fees, they keep all the money.

Hardly! There's a big difference between an architect's gross and net billings. AIA member-owned firms billed an estimated \$9.4 billion in 1993. Of that amount, between 25% and 30% was distributed as "pass-through revenue" to consultants.

- MYTH: Architects are not involved in interior design.

Wrong! Interior design services, including space planning, interior architecture plus furniture, fixtures

and equipment, account for an average of 10% of all firms' billings. There is little variation by firm size in terms of involvement in the interiors market.

- MYTH: The best marketing strategy is to rely on referrals.

It's not a bad strategy, but the best route is through repeat work. All firms report that more of their work (44%) comes from repeat clients than any other source. Referrals provide, on average, 11% of all work. The average architectural firm spends 6% of its net billings on marketing, with this percentage varying less than 1% between small and large firms.

- MYTH: All firms compete for the same clients.

Single practitioners across the country receive an average of 50% of their billings from single-family residential projects. This compares with an industry average of 8%. Firms with 10-19 employees derive 43% of their billings from state and local governments.

The 1994 edition of the *Architecture Factbook* is available by calling 1-800-365-ARCH. AIA members receive a significant discount.

AIA Wisconsin currently is compiling similar "facts" about the practice of architecture in Wisconsin, based on the responses to a survey mailed to over 250 member-owned firms. The results of this AIA Wisconsin *Firm Survey* will be published later this spring.

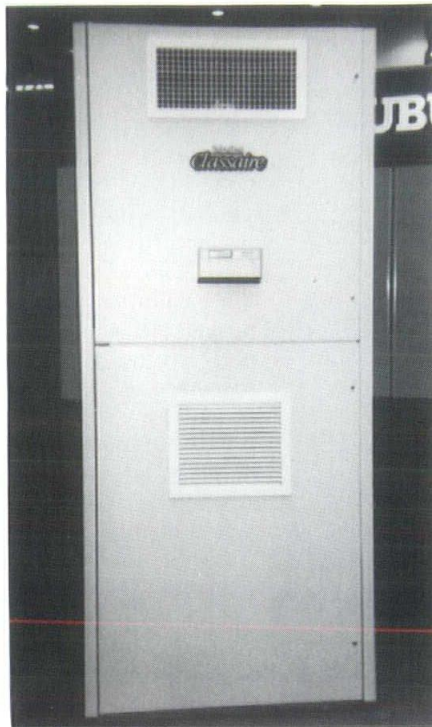


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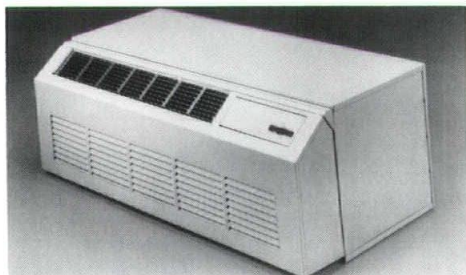
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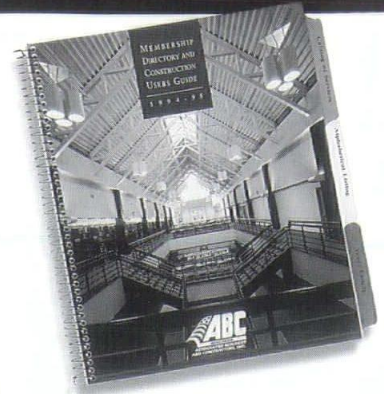
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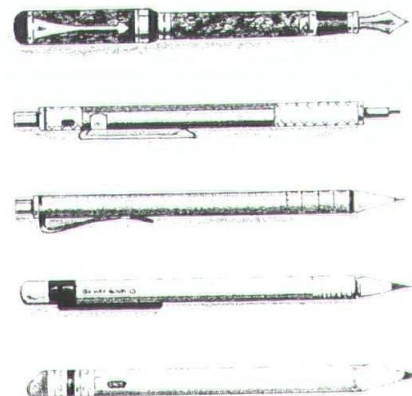
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## Managing Risk

In its *Communique* newsletter, DPIC offered the following top ten ways for design professionals to manage risk and prevent losses:

1. *Eliminate liability illiteracy in your firm.* Make sure all employees learn how everyday business and technical practices affect your exposure to risk. Institute procedures in your firm that support your commitment to quality and thereby minimize your risks.
2. *Select projects and clients carefully.* Certain projects (such as condominiums) and certain clients (such as developers) are higher risk than others. Check into the client's track record and finances before accepting any assignment. Don't accept projects that do not provide adequate fees for your services, that restrict your scope of services to an unacceptable level or that are outside of your firm's area of expertise.
3. *Set realistic expectations.* Make sure the client understands that error-free projects simply don't exist. Discuss potential problem areas and changes that may be needed. Strive for a commitment from the owner and the contractor to identify and address the inevitable problems at the earliest opportunity and to work together to achieve win-win resolutions.
4. *Draft a comprehensive written contract.* You should negotiate a fair, well-defined professional services agreement that precisely states the intent of both parties. A written agreement helps prevent misunderstandings and makes provisions easily understood by a mediator, judge or jury. This alone may discourage a plaintiff on an otherwise marginal claim.
5. *Offer comprehensive design services.* A full scope of services that includes construction observation provides the design professional the best opportunity to ensure a quality, claim-free project. You should also list in your contract those services you have explained and offered to the client, but that the client has declined. This could prevent attempts to hold you liable for failing to perform a service the client decided to forego.
6. *Implement dispute resolution provisions in contractual agreements.* Make every effort to avoid litigation. Commit to a systematic program of early problem identification and resolution. Agree that your conflicts will be resolved fairly, quickly and inexpensively when handled through mediation and other dispute resolution techniques.
7. *Refuse to accept unlimited liability for your services.* Work for a limitation of liability clause in your contracts that makes the amount of liability you assume proportionate to your ability to control risk.
8. *Identify "deal-breakers."* Some risks are so significant that you cannot possibly accept them, such as pre-existing hazardous materials like asbestos. Let clients know that they must retain the liability for such risks contractually (through indemnities) if you are to provide services on the project.
9. *Promote the use of partnering.* It's time to get back to creative cooperation between all parties of the construction process. Partnering gets the owner, contractors, and the design team working together toward mutually beneficial goals — quality projects delivered on time, within budget and litigation free.
10. *Look at the project from the contractor's point of view.* Don't turn away from their problems. Be concerned about harsh shifting of risk to contractors in onerous General Conditions provisions, like unfair indemnity clauses, or "liquidated damages" or "no damage for delays" provisions. Think about constructability. When something goes wrong during construction, it is likely the design team will be implicated.



### New Fellows

Two AIA Wisconsin members have been advanced to the prestigious College of Fellows of The American Institute of Architects. James W. Miller, FAIA, Madison, and Gary V. Zimmerman, FAIA, Hartland, will be honored during investiture ceremonies on May 6 at the national AIA Convention in Atlanta.

Advancement to the College of Fellows is the highest honor the Institute can bestow on any member, with the exception of the AIA Gold Medal. Miller and Zimmerman are the first Wisconsin architects to achieve this honor since 1988.

Fellowship in the AIA is conferred upon members who have made significant contributions to the advancement of the profession and the objectives of the Institute.

Miller is being honored for his efforts to coordinate the building industry and the profession of architecture. He recently completed his term as Regional Director on the national AIA Board of Directors and served as President of AIA Wisconsin in 1986. As president and CEO of Flad & Associates from 1980-1992, he successfully led the firm to national prominence and advanced the profession through his involvement with the career development of young professionals.

Zimmerman is being honored for his efforts to make the profession of ever-increasing service to society. During an active 26-year AIA membership, he has spearheaded a successful student scholarship endowment campaign as President of the Wisconsin Architects Foundation, served

three mayors by leading community task forces and planning teams, and developed an ongoing career counseling program. He is the president and CEO of the Zimmerman Design Group.

### Public Awareness

The AIA has launched a million dollar national campaign to increase the public's awareness of architecture and architects. In 1995, the campaign will feature advertisements in *Business Week, Inc.*, *Forbes* and *Governing* magazines.

The campaign's strategic concept, drawn from focus group research, is to present creativity and pragmatism as inseparable to the architect. The tag line for the advertisements is: "Only an architect can understand, coordinate and translate needs and realities into something beautiful. Beauty that will be apparent to your bottom line."

Meanwhile, closer to home, AIA Wisconsin President Kevin J. Connolly, AIA, Milwaukee, has made presentations at local AIA Wisconsin Chapters to outline ways members can build upon the national campaign to increase awareness in their own communities. Connolly encouraged members to work with Chapter public awareness coordinators to develop programs which will reinforce the message that the ability of architects to listen, translate, create and coordinate leads to bottom line results for clients.

Connolly outlined six possible local public awareness initiatives:

- *Written Media I* — Establish regular columns about architecture in local newspapers to create an image of the architect as a professional who can listen to all sides of a design or



planning issue and quickly translate this understanding into creative solutions for the benefit of clients and society.

- *Written Media II* — Establish regular communications with local editors to promote the AIA and individual member architects as valuable and knowledgeable resources for the media.
- *Speakers Bureau* — Establish directory of members interested in speaking to various client and community groups about the social and economic value of good architecture.
- *Public Policy Forums* — Identify an issue of concern to the client public, research it, hold a public forum to hear all sides, and then take a position on the issue. Taking a position on important public policy issues will reinforce the image of architects as knowledgeable professionals concerned with the social and economic betterment of their communities.
- *Market Forums* — Invite business leaders to participate in market forums or focus groups where they can discuss trends affecting their industries and how they see architecture responding to these new issues. These forums would reinforce the image of the architect as an open-minded good listener.
- *Advertising Umbrella* — Investigate with local media the feasibility of negotiating low cost advertising "umbrella" contracts for use by AIA firms.

AIA Wisconsin members participating in the Chapter meetings were encouraged by Connolly to consider implementing one or more of these local public awareness programs or developing other initiatives appropriate to their part of the state.

### Photography Credit

Jeff Dean, an architect with the State Historical Society of Wisconsin, was the photographer for the image of the Joseph J. Stoner House featured on the cover of the January/February issue of *Wisconsin Architect* magazine. A photo credit was inadvertently omitted from this year's *Construction Industry Handbook* edition of the magazine. The staff of the magazine regrets the omission.

The Stoner House, located in downtown Madison, is a National Landmark and the current headquarters of AIA Wisconsin and the Wisconsin Architects Foundation. It was restored by the WAF in 1984.

### Governor's Budget

Governor Thompson presented his budget message for the 1995-97 biennium on February 14. While the 2,509-page budget bill, Assembly Bill 150, addresses many issues, the following items may be of particular interest to AIA Wisconsin members.

- *Sales Tax* — The good news is that the \$30 billion state budget proposal does not include an expansion of the sales tax to architectural or other services. AIA Wisconsin has been participating in a coalition of business organizations called Advantage Wisconsin, which is opposed to expanding or increasing state taxes to support the \$1.2 billion increase in school property tax relief approved by the last Legislature. The pressure to expand the sales tax to avoid reductions in state programs may build as the budget makes its way through the legislative process.
- *Joint Examining Board* — More than 180 state councils, board and commissions will be required to justify their continuation or they will be "sunset" effective July 1, 1996.

This includes the Examining Board of Architects, Landscape Architects, Professional Geologists, Professional Engineers, Designers & Land Surveyors in the Department of Regulation and Licensing. AIA Wisconsin will work with the Architects Section to impress upon legislators the importance of the Joint Examining Board in protecting the health, safety and welfare of the public.

- *License Renewal Fees* — The license renewal fee for architects would be increased from \$40 to \$46. The proposed fee for architectural and engineering corporations is \$41, up from \$36.
- *Safety & Buildings* — "To improve services to businesses," the Governor has proposed combining the Safety & Buildings programs of DILHR with the economic development functions of the Department of Development into a new Department of Commerce. This reorganization would be effective July 1, 1996. In addition, the proposed budget would increase funding for the Safety & Buildings Division by \$428,900 in the first year of the biennium for plan reviewers and building inspectors to eliminate the significant plan review backlog.
- *Vendor Fee* — To fund the creation of an "information technology investment fund," the budget authorizes the creation of a "vendor fee" to be assessed against businesses selling more than \$500 in goods or services to the state. It is not clear, at this time, how such a vendor fee would be imposed or whether it would apply to firms providing architectural services on state projects.
- *Planning & Building Functions* — The Governor's budget proposes centralizing capital planning and building functions in the Division of Facilities Development at DOA. The budget estimates that this consolida-



tion would save \$6 million and eliminate about 58 full-time positions. The savings would result from a 75% reduction in capital planning staff at UW System and UW-Madison and a reduction of staff at the Department of Corrections.

The AIA Wisconsin Legislative Committee will closely monitor these and other issues as the budget bill works its way through the legislative process.

### Liability-Law Reform

The Wisconsin Senate has approved legislation, Senate Bill 11, that would help restore balance and fairness to the state's civil justice system. The Wisconsin Assembly is expected to vote on this liability-law reform legislation in April.

On March 1, by a vote of 24-8, the State Senate approved limiting the liability of those found less than 51% responsible for an injury to their proportionate share of responsibility. SB 11 modifies the state's present concept of "joint and several liability" which can impose an inequitable burden on individuals or firms with "deep pockets" regardless of their relative degree of fault in causing the injury. For example, the joint and several liability provisions in existing state law can require a defendant found to be only 5% negligent to pay 100% of the damages awarded if other defendants have no assets.

According to Senator Joanne Huelsman, the chief sponsor of the bill, current law invites "legal extortion" in which attorneys for accident victims intimidate businesses into settling lawsuits because of the threat of having to pick up the entire damages.

AIA Wisconsin, as a member of the Wisconsin Coalition for Civil Justice, has consistently supported legislation like SB 11 which attempts to restore balance and fairness to Wisconsin's civil justice system. Passage of this tort reform legislation would be a major victory in what has been a multi-year legislative campaign.

Here's how State Senators voted on SB 11: *Ayes* (24) — Andrea, Breske, Buettner, Cowles, Darling, Drzewiecki, Ellis, Farrow, Fitzgerald, Huelsman, Jauch, A. Lasee, Lekan, Moen, Moore, Panzer, Petak, Plewa, C. Potter, Rosenzweig, Rude, Schultz, Weeden and Zien. *Noes* (8) — Adelman, Burke, Chvala, Clausen, Decker, George, Risser and Wineke.

### Registered Interior Designer

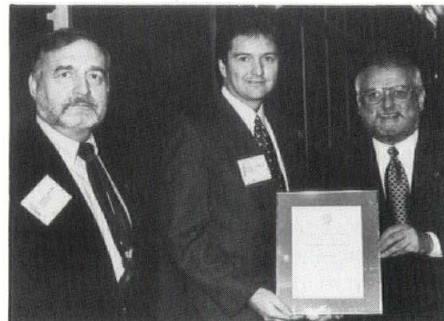
At the February meeting of the AIA Wisconsin Board of Directors, representatives of the Interior Design Coalition of Wisconsin presented information on proposed legislation which would regulate the use of the title "registered interior designer." Inge Winters, Cedarburg, president of the Interior Design Coalition, indicated that the Coalition plans to have the title registration legislation introduced in the current session of the Wisconsin Legislature. Other Coalition representatives participating in the presentation were Eugene Potente, Kenosha, and Elizabeth Ryan, Madison.

Following the presentation, the AIA Wisconsin Board of Directors established a special committee to study the Coalition's draft legislation and to develop recommendations for review and consideration by the Board of Directors. Members serving on this special committee are A. James Gersich, AIA, Horst W. Lobe, AIA, Robert E. Shipley, AIA, and Arlan Kay, AIA. The committee welcomes comments, questions and suggestions from AIA members as it analyzes the draft legislation.

### Government Affairs Award

Chester A. Widom, FAIA, president of The American Institute of Architects, presented an AIA Government Affairs Award to AIA Wisconsin at the national Grassroots leadership conference in Washington, DC, in January. The award was presented in recognition of AIA Wisconsin's successful campaign to enact a statute of repose for design professionals in Wisconsin.

President-Elect Horst W. Lobe, AIA, Madison, (left) and President Kevin J. Connolly, AIA, Milwaukee, (center) accepted the award from Widom (right) on behalf of AIA Wisconsin members.



The AIA Government Affairs Awards jury "was impressed with the organization, strategy, perseverance, and ultimate success" of AIA Wisconsin's grassroots efforts to enact a new and improved statute of repose for Wisconsin architects. The new law, which protects architects from the "long tail" of liability, went into effect April 29, 1994.

### Mayor Soglin Honored

Madison Mayor Paul Soglin has been awarded an AIA Wisconsin *Citation for Distinguished Service* in recognition of his commitment to revitalizing downtown Madison and his leadership in the development of the State Street Mall, Capitol Concourse, Civic Center and Monona Terrace Convention Center. AIA Wisconsin Presi-



dent-Elect Horst W. Lobe, AIA, Madison, presented the award to Mayor Soglin during a ceremony celebrating the 15th anniversary of the Madison Civic Center.

### **Annual Meeting**

The Annual Meetings of AIA Wisconsin and the Wisconsin Architects Foundation will be held at 11:30 a.m. on Tuesday, May 23, at the Holiday Inn Madison West. They are being held in conjunction with the 1995 AIA Wisconsin Convention.

### **AIA/CES**

An important feature of the AIA's Continuing Education System (AIA/CES) is a member's ability to earn learning units (LUs) for self-designed projects such as research, directed readings, consultations with experts, travel, preparation for public presentations or service, or special job assignments. Although guidelines for self-designed projects are still being developed, AIA members should begin to record their personalized continuing education efforts.

In order to have self-designed learning projects credited to your CES records, members need to complete a simple "Self-Report Form" for each project. Start maintaining records of all of your learning activities and contact the AIA Wisconsin office for a AIA/CES Self-Report Form and a brief publication that answers the most frequently asked questions about this new AIA continuing education program.

### **AIA Regional Directors**

AIA members in the North Central Region, which includes Wisconsin, Minnesota, North Dakota and South Dakota, are fortunate to be repre-

sented by two outstanding Regional Directors on the national AIA Board of Directors. Duane A. Kell, FAIA, St. Paul, and James W. O'Brien, AIA, Minneapolis, will be helping to guide the Institute in 1995.

Kell is a partner/design principal with Ankeny Kell Richter Walsh Architects, which specializes in historic restoration and renovation, commercial office/retail, institutional and municipal recreational projects. He will be completing the final year of his three-year term on the national AIA Board in 1995. "The architect must be a leader in all aspects of the construction industry," says Duane. "We must be responsible for our continuing education and the education of the public on the value of architects in shaping the built environment."

O'Brien, who began his three-year term as Regional Director in December, is a principal in Williams/O'Brien Associates, Inc. The firm does work in multifamily and single-family housing and religious, commercial, office, industrial, municipal, education and military facilities. "To influence a sense of visual and environmental awareness," Jim responds, is the single most important contribution an architect can make to enhance a community's quality of life.

### **AIA Convention**

The national 1995 AIA Convention, *Revisioning*, is scheduled for May 5-8 at the Georgia World Congress Center in Atlanta.

If you're planning to attend, contact the AIA Wisconsin office about being an official delegate. The election of AIA officers will be on Sunday, May 7, with a runoff election on Monday, May 8. This means that accredited

delegates must be in Atlanta to vote on both days. To be eligible to vote, delegates must first become accredited on May 5 or May 6.

### **Justice Department**

According to a news release from the U.S. Justice Department, the Lone Star restaurant chain has agreed to make all of its restaurants fully accessible within 45 days and to comply with the ADA Standards for Accessible Design in the future. The formal agreement is the result of a Justice Department review which included examination of "blueprints" and site visits.

"This agreement demonstrates the need for architects and buildings to comply with the ADA at the earliest stages," said Assistant Attorney General for Civil Rights Deval L. Patrick. "We encourage business owners to urge their architects to carefully review building plans to ensure they are in compliance with the ADA," added Patrick.

The Lone Star chain has 105 restaurants in 29 states, including two in Wisconsin. It constructed 23 restaurants and remodeled 74 others since January 26, 1992, when the law went into effect, according to the Justice Department. It was determined that the restaurants lacked sufficient accessible parking, failed to offer sufficient accessible seating, built inaccessible bathrooms and installed inadequate ramps.

### **School Design**

According to Michael Hall of Fanning Howey Associates Architects, Celina, Ohio, the following is what to look for in future school design:

- Larger classrooms, up to 900 square feet, that lend themselves to cooperative learning groups.



- "Community friendly" buildings that allow shared recreational facilities, computer labs or libraries — even day care and adult learning.
- Classrooms connected to the world through fiber optics, cable, satellite dishes and Internet.
- Zoned mechanical systems, allowing for heating and cooling of portions of schools to accommodate a longer school year.
- Spaces suited to teaching computer-aided drafting, laser technologies and robotics rather than electric, wood and machine shops.
- More noise-reducing carpet and erasable white boards in place of slate chalk boards, since chalk dust is deadly to computers.
- Sloped roofs to eliminate leaks and cut maintenance costs.

(Reprinted from *Inform* magazine, published by the Virginia Society, American Institute of Architects.)

## Ecological Architects

The following resources for architects interested in learning more about sustainable architecture are reprinted from *The Urban Ecologist* newsletter:

- *Environmental Building News*: This 20-page bimonthly newsletter provides a wealth of information on environment-friendly building materials and practices. Subscriptions \$60/year for individuals and small companies, available from Environmental Building News, RR1, Box 161, Brattleboro, VT 05301; phone: (802) 257-7300; fax: (802) 257-7304.
- *Building With Nature*: A gutsy, informative 16-page bi-monthly that covers a wide range of green building subjects from earth materials to permaculture to designing small houses. Subscriptions \$45/year from Carol Venolia, P.O. Box 369, Gualala, CA 95445.
- *The Natural House Book*, by David

Pearson. A wonderful overview of ecologically appropriate home materials and design, with many international examples and beautiful photographs. Published by Simon & Shuster (\$19.95, softcover, 287 pages, 1989).

- *Green Architecture: Design for an Energy-Conscious Future*, by Brenda and Robert Vale. A nicely-illustrated overview of ecological architecture, with discussion of many existing buildings in Europe and the U.S. Published by Little, Brown (\$40, hardcover, 192 pages, 1991).
- *Design for the Environment*, by Dorothy Mackenzie. A thought-provoking discussion of how ecological design can be applied not just in architecture, but in product design, packaging and clothing. Published by Rizzoli (\$35, hardcover, 176 pages, 1991).
- *Interior Concerns Newsletter*, a bimonthly newsletter for environmentally concerned interior designers, architects and other professionals. Available for \$30 per year from Victoria Schomer, P.O. Box 2386, Mill Valley, CA 94942; (415) 389-8049.
- *Architectural Resource Guide*, published by Architects/Designers/Planners for Social Responsibility, available in draft form for \$8 from ADPSR, P.O. Box 9126, Berkeley, CA 94709.

David Early, president of Urban Ecology, will present a seminar on planning sustainable and livable communities on May 24 at the 1995 AIA Wisconsin Convention.

## People & Places

The following AIA Wisconsin members are on the move: **Robert J. Friddle, AIA**, has been appointed as a project architect with Kahler Slater,

Milwaukee; **Gregg H. Rake, Assoc. AIA**, also has joined Kahler Slater; and **Michael Schaefer, AIA**, has joined the educational design team at Plunkett Raysich Architects, Milwaukee.

**David E. Lawson, FAIA**, has been named president and CEO of Potter Lawson, Inc., Madison. **Warren R. Bauer, AIA**, has been promoted to executive vice president of the firm; and **Eric D. Lawson, AIA**, has become a stockholder. **James T. Potter, AIA**, has retired from the firm.

Flad & Associates has moved its headquarters to a new building at 644 Science Drive, P.O. Box 44977, Madison, WI 53744-4977. The new 59,000 square foot facility in the University Research Park will house 150 employees within three floors.

**Dennis E. Miller, AIA**, has announced that Smith Miller Architects has changed its name to Miller Martin Architects. The new name reflects the retirement of **Douglas H. Smith, AIA**, and the firm's new partner **Kenneth E. Martin, AIA**. Miller Martin Architects is located at 411 North Bridge Street, P.O. Box 787, Chippewa Falls, WI 54729; phone (715) 723-2816.

**Lisa L. Kennedy, AIA**, is pleased to announce that **Charles H. Western, AIA** and **James L. Robbins, Assoc. AIA**, have joined the staff of L.L. Kennedy, Inc., Milwaukee.

**Patrick J. Meehan, AIA**, Franklin, has had two of his books, *Truth Against the World: Frank Lloyd Wright Speaks for An Organic Architecture* and *Frank Lloyd Wright Remembered* included in Microsoft Home's *The Ultimate Frank Lloyd*



*Wright: America's Architect* interactive CD-ROM. The CD-ROM is available through Microsoft Corporation and the two books through the Preservation Press of the National Trust for Historic Preservation.

QBS Facilitator Carol Williamson was invited by the Wisconsin Association of School Business Officials to present a program on Qualification Based Selection at the joint WASB/WASDA/WASBO Convention in Milwaukee. The Wisconsin State Trust Fund also included information on AIA Wisconsin's QBS program in a mailing to municipal, county and school district officials.

A new directory of Wisconsin architectural firms interested in residential projects is now available from AIA Wisconsin. The *Residential Architecture Directory* has been updated to include over 100 firms. It also includes tips on how to select an architect for residential projects.

The National Council of Architectural Registration Boards (NCARB) has extended the time allotted for Division B: Site Design, Graphic portion of its Architect Registration Exam by 30 minutes. Beginning with the June 1995 exam, candidates will have three hours and 15 minutes to complete this division.

If you are interested in participating in an informal professional interest area to discuss interpretations of the ADA, contact **Karl Hokanson, AIA**, with Rust Environmental and Infrastructure at (414) 458-8711.

In *Domes of America*, photographer and Professional Affiliate member **Eric Oxendorf** presents a novel

perspective of domes in the U.S. Capitol, the Library of Congress, forty-three state capitols (including Wisconsin) and other public buildings. You can check it out from the AIA Wisconsin library.

DPIC Companies, Inc., a leading provider of professional liability insurance programs for architects and engineers, has announced that seven of its loss prevention education courses have been determined to be "quality level 3" programs under the AIA's Continuing Education System (AIA/CES). As quality level 3 programs, AIA members can earn 3 LUs per hour. For additional information, contact Professional Affiliate member **Tom Dowling** at Klipstein Insurance Services, Inc., at (608) 238-7181.

Florida has become the third state to require continuing education for registration as an architect. Iowa and Alabama also have mandatory professional development requirements; and seven other states have enabling legislation in place.

William M. Babcock, executive director of AIA Wisconsin, has been appointed to the AIA Government Affairs Advisory Committee by 1995 AIA President Chester A. Widom, FAIA. The committee provides member and chapter input and expertise to assist the Institute with the formulation of public policies and positions and development of legislative and regulatory priorities.

The UWM School of Architecture & Urban Planning has received a UWM Community Partnership Award for its highly successful Inner City Studio project with The Milwaukee Foundation. Since the studio's formation,

faculty and graduate students have trained inner city high school students in architectural decorative arts, trained students as community advocates as part of the housing master plans for the Harambee Neighborhood, helped the Hmong Community Group create a new community center, and coordinated a team of faculty and students providing design assistance to develop the Park West Corridor Project.

### Membership Action

Please welcome the following members to AIA Wisconsin:

#### AIA

David R. Coates, SE  
James R. Conley, NE  
Ardis C. Hutchins, SW  
Kent R. Larson, NE  
Frederick O. Loomis, SW  
Peter J. Rechtfertig, SE  
Peter E. Schad, SW  
Ida C. Siegfried, NE  
Laurie Straavaldson, SW (Advancement)  
Mark A. Trotter, SW

#### Associate

Lisa M. Doctor, SE  
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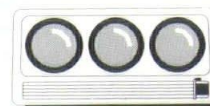
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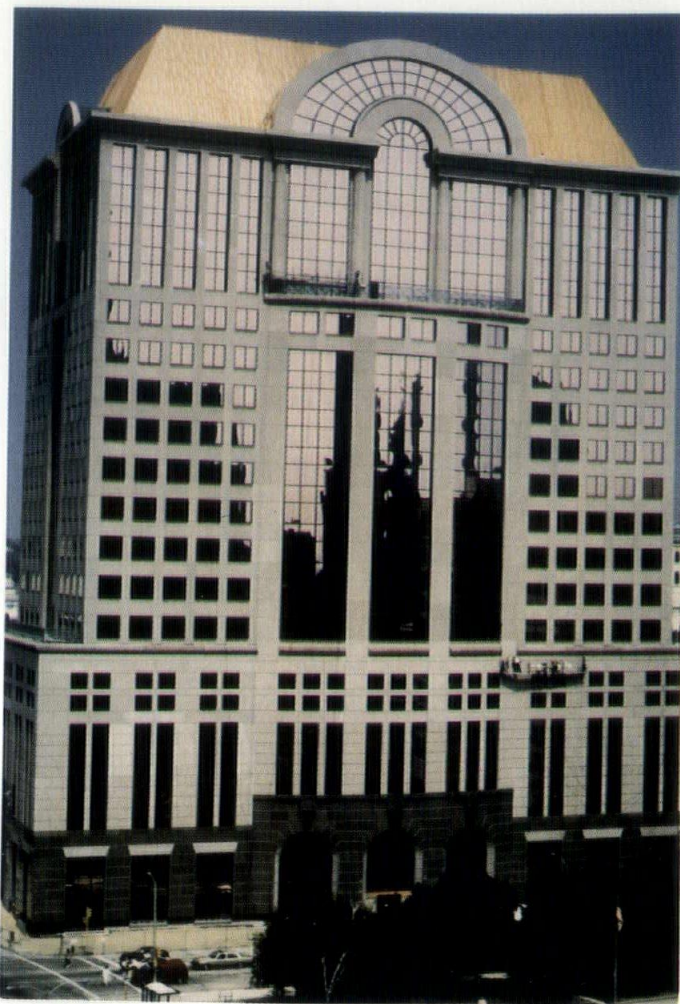
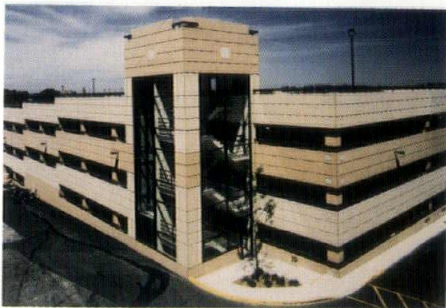
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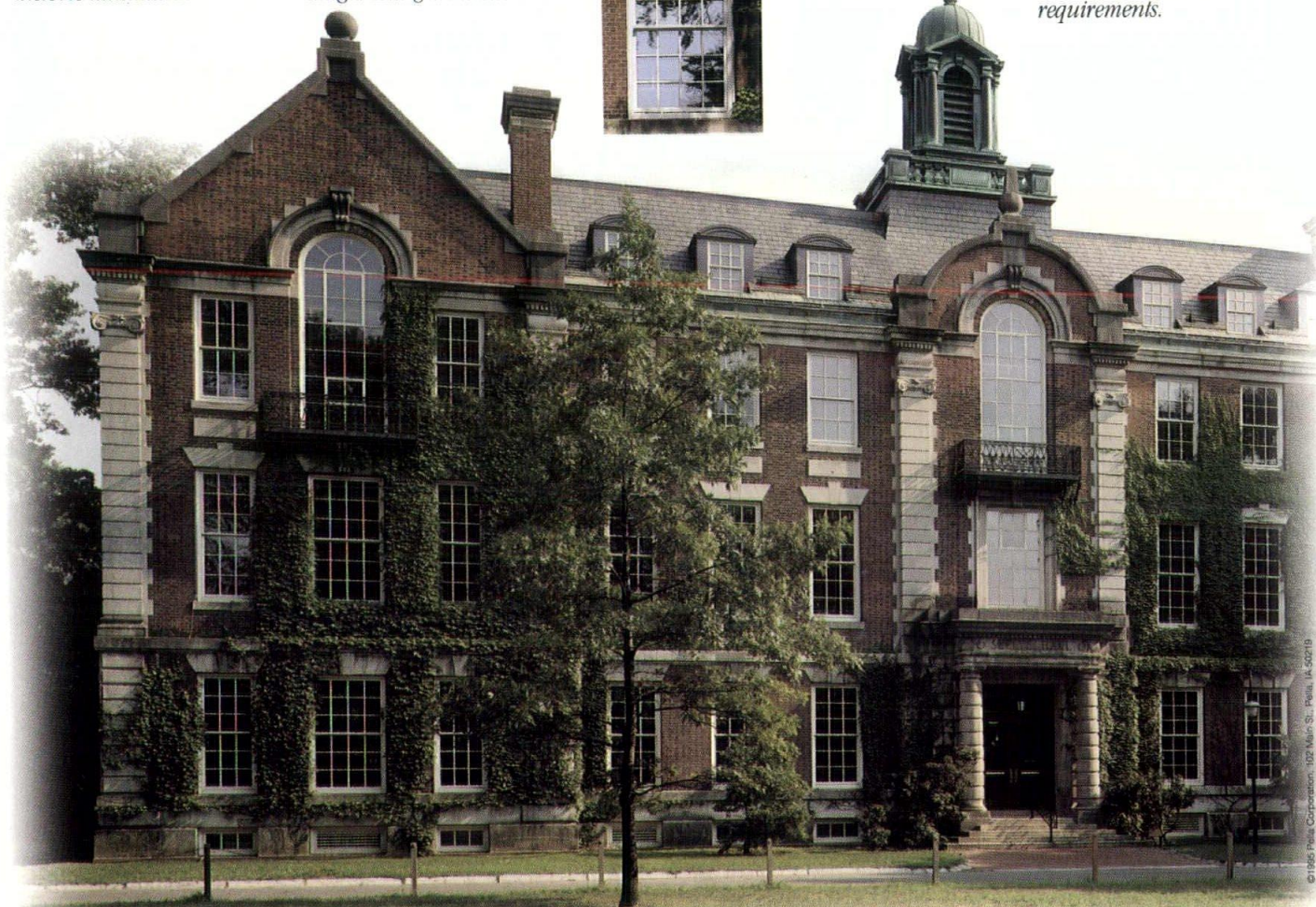
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